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PRESIDENT'S REPORT



The past year at NADRASCA has been one of challenge and achievement.

As always, NADRASCA's Statement of Purpose: *to establish and develop a range of services for people with a disability*, has guided the Committee of Management and staff. Over the past twelve months a number of new initiatives have been put in place and decisions made which will consolidate past successes, addresses ongoing challenges and build a sound future.

Some major issues mentioned in last year's President's report continue to be addressed.

Two time-consuming and challenging tasks have been completed in the past twelve months: the move from a block grant to case-based funding and the introduction and implementation of a wage assessment tool. As mentioned in last year's report, NADRASCA's staff were trained in the use of the Greenacres Association competency based wages system, which has been tried and tested in the disability field. Staff then assessed employees' on the task they performed as well as their skills, competencies and productivity. These assessments led to the implementation of pro-rata award based wages in April 2005. Despite tight timeframes and looming deadlines the dedication and hard work of staff ensured the completion of this work.

Another issue mentioned last year, the provision of accommodation and facilities for aged or ageing intellectually disabled people, has worsened. There appears to be little government activity aimed at solving this problem and the massive waiting lists are not getting any shorter. In addition, NADRASCA's parents are ageing along with their children.

To address this issue NADRASCA has taken steps to provide facilities for clients who are no longer able to do a full day's

work or attend a day service. A joint venture with the Alkira Centre-Box Hill has seen the purchase of a property in Jolimont Road, Forest Hill, which has a permit to be used as a Dementia Day Care Centre. We are delighted with this development that builds on longstanding links between NADRASCA and Alkira. In fact, NADRASCA was formed as a result of the then president of Alkira informing a Nunawading Apex Club meeting that very little was being done for the intellectually disabled. A sub-committee was formed, a survey carried out in Nunawading and a need, especially in the education area, identified. A public meeting was then called and NADRASCA was formed. This latest project builds on continuing links through the years.

NADRASCA's quarterly newsletter, an innovation in the previous financial year, has continued to keep all our stakeholders up to date with news about NADRASCA staff, clients, initiatives, issues and events. Its photos, history snippets, holiday reports, staff profiles and customer highlights provide interesting and informative snapshots of the diverse facets of NADRASCA's community.

The past year has seen a number of exciting developments that will guide NADRASCA's future, celebrate its past and develop our services for people with a disability.

The NADRASCA Committee of Management has spent considerable time discussing corporate governance matters, including policies and procedures. The Committee of Management Policies and Procedures outline the responsibilities of Committee of Management members, their implementation and the relationship between the Committee of Management and the CEO. These key Policies and Procedures have been reviewed and updated.

NADRASCA

In past years NADRASCA was well known in the local community and we aim to regain this standing.

Over a number of meetings during 2005, the Committee of Management and Senior Managers have discussed the development of a Strategic Plan for NADRASCA, which was approved by the Committee of Management in June 2005. In order to implement the Strategic Plan, the Committee of Management has formed three new sub-committees: the Property Review Committee, the Aged & Welfare Committee and the Marketing & Communications Committee. These committees, along with the existing Finance Audit & Risk Committee, will address four key areas during the next stage of NADRASCA's development:

- The legal identity, branding and brandmark of the organisation.
- A master plan for assets owned and under our control.
- Acquisition and expansion of our services.
- The provision of aged care for our ageing client base.

The next major focus for the Committee of Management and Senior Managers has been the development of a NADRASCA Business and Marketing Plan. In past years NADRASCA was well known in the local community and we aim to regain this standing. A first step has been to identify strategies to improve the image the community has of NADRASCA – what NADRASCA does and what it stands for. The Business and Marketing Plan is currently in development.

Another project planned by the Committee of Management is the commissioning of a history of NADRASCA's first 40 years of operation. It is planned to launch the history at NADRASCA's 40th anniversary celebrations. If you have any anecdotes, important memories, photos, letters or other memorabilia that could be of assistance, please contact the NADRASCA office.



I am delighted to announce that we recently received planning permits for the development of The Farm at our Morack Road site. The Farm will be re-opened once work is completed.

During the last 12 months we welcomed Peter Ray, Divisional Manager Operations, to the NADRASCA staff. Peter has fitted in well and is enjoying his new role.

Thank you to all the myriad of helpers who continue to support NADRASCA – our volunteers, parents, family members, staff and Committee of Management. These are the unsung heroes who keep the place ticking over. It is a great encouragement to work with such a wonderful group of people.



Brian Hayes
President

COMMITTEE OF MANAGEMENT



*(L- R: Marie Campbell, Brian Hayes, Chris Pyke, Mick Sherar, Beth Reid, Alan Jackson, Margaret Robertson, Richie Copeland
Absent: Yvonne Mahony, Keith Kilner)*



Keith Kilner

The hard working and dedicated NADRASCA Committee of Management, meet monthly to discuss key governance issues, review the various aspects of NADRASCA operations and plan for the future. Their longstanding commitment to the provision of quality services and care for the disabled are an invaluable asset and integral to the success of the organization.



Yvonne Mahony

LIFE GOVERNORS

Mr BG Hayes
Mr D Mills
Mr JE Mayne
Mr RA Travis
Mr RL Jones
Mr AK Kilner
Mr EH Butler (Dec'd)
Sir Norman Lewis (Dec'd)
Mr G Walsh (Dec'd)

LIFE MEMBERS

Mr I Hueston
Mrs B Kilner
Mrs C Mullens
Mrs IM Campbell
Mr D Doig
Mrs V Clarke
Mrs LM Craig
Mrs L Martin
Mr J Clarke

ORGANISATIONAL STRUCTURE

PIE GRAPHS

Blurb...

NADRASCA INCORPORATED

ABN 19 714 547 291

Registered Office

52 – 74 Rooks Road
Nunawading Vic 3131

NADRASCA's purpose is to establish and develop a range of services for people with a disability

Gus Koedyk

Chief Executive Officer
NADRASCA Incorporated

Chris Gilbert

Divisional Manager
NADRASCA Finance & Administration

Brian Parr

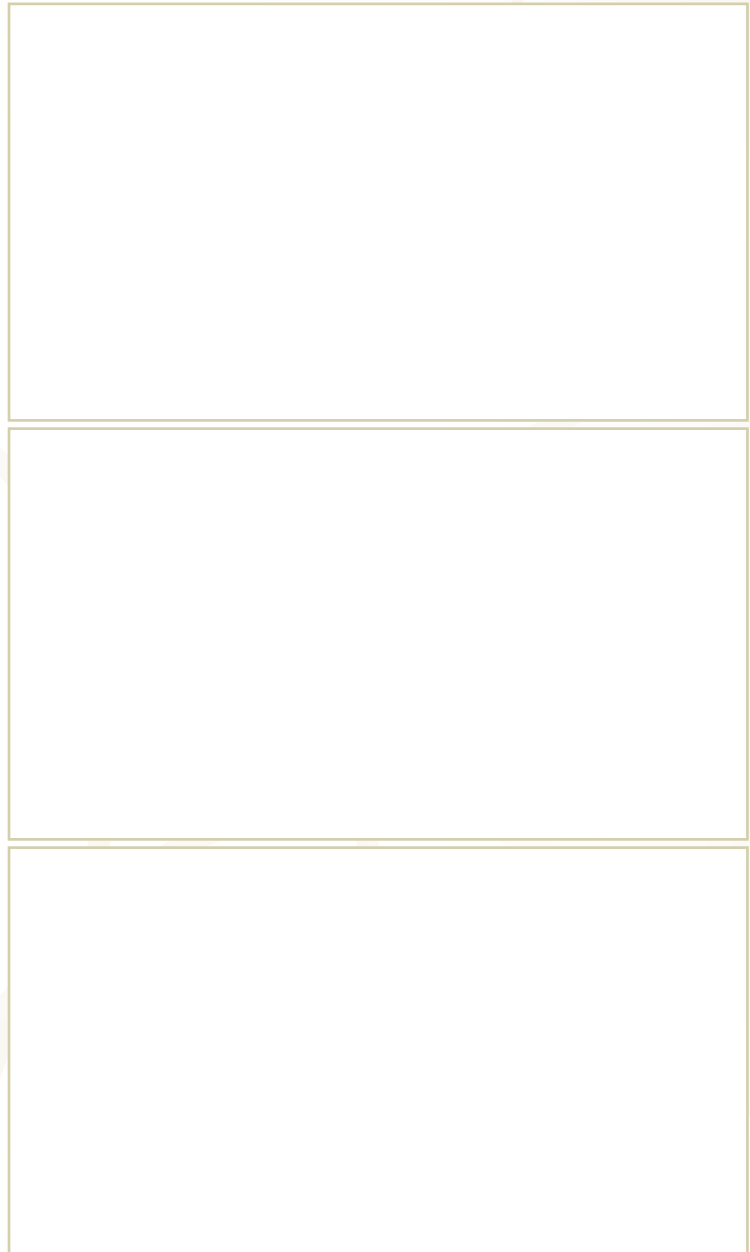
Divisional Manager
NADRASCA Client Services
Human Resources
Residential Services
Vocational Training
Dementia Unit
Outreach Support
Aged Person's Service

Raeoni Turner

Divisional Manager
NADRASCA Day Services
High Street ATSS
Witt Street ATSS
Ages Persons Service

Peter Ray

Divisional Manager
NADRASCA Business Services
Contract Services
Assembly & Packing
Commercial Printing
Timber Processing & Assembly
Recycling
Bookshop



CEO'S ANNUAL REPORT



The 2004/05 financial year began with a high degree of uncertainty.

The issues were:

- A change at the helm, a new CEO
- The implementation of Federal Government reforms in the disability sector
- Our ability to deal with the reforms and achieve certification
- The viability of NADRASCA Business Services
- A possible log of claims by the LHMU on the sector at the AIRC
- A Senior Manager vacancy in Business Services
- An eviction notice at our Catnap cattery site in Ringwood
- A review of the ongoing future of NADRASCA Equipment Division
- The discontinuance of the name Nadavoc Industries



This time last year we were in uncharted waters in relation to the Federal Government's reforms to Business Services in the disability sector. The introduction of case based funding and a pro-rata award based wage assessment system were going to have a significant effect on our service. At the time we didn't know whether it would be positive or negative. Fortunately it has been the former and the funding per capita we receive to support our employees has increased by 43.7% while wages paid to employees has increased on average 31%. While the increase in funding will be introduced progressively to 1 July 2006, NADRASCA has passed on the wage increases to employees effective from 1 April 2005. It was originally envisaged that there would be a phase in of increases over the next 3 years to 2008.

Overall the changes have created a level playing field for funded services; employees are now payed pro-rata award based wages based on the task they perform and their skills, competencies and productivity. A benchmark has also been created in terms of standards required in the sector and a system to measure and audit those standards. Uncertainty has now become certainty.

As Brian Hayes mentioned, Peter Ray was appointed Divisional Manager, Business Services Operations on 6 September 2004. Peter's background in the production and manufacturing industry has resulted in significant changes within Business Services and the changes noted in Peter's report will ultimately affect the viability and sustainability of this business.

The application by the Liquor Hospitality & Miscellaneous Worker Union (LHMU) to the Australian Industrial Relations Commission to vary the supported employment (Business Services) award and embed the Business Services Wage Assessment Tool (BSWAT) was

NADRASCA

Employees are now paid pro-rata award based wages based on the task they perform and their skills, competencies and productivity.

an ongoing issue during the year. It was eventually resolved through the conciliation and agreement of all parties involved. We believe this outcome will provide a positive framework for the future.

Unfortunately the Catnap Cattery was closed at the end of August 2004. The Cattery occupied a site on the proposed Mitcham-Frankston Freeway, now known as Eastlink. The closure was necessary due to the cost of relocation and the difficulty associated with finding a suitable site. Employees at this site were successfully redeployed at our Rooks Road facility.

The NADRASCA Equipment division was also closed down at the end of last year, as this business no longer met the objectives of the organisation. It operated in a competitive environment in a mature and/or dwindling market place and had no potential for future growth. Fortunately through a careful management process these closures were achieved with little or no financial loss to NADRASCA.

During the year the name 'Nadavoc Industries', now known as 'NADRASCA Business Services', was removed from all signage and documentation. This decision was made to remove confusion of identity being experienced by staff, employees, customers, suppliers and to some degree the community. Some people/organisations knew us by one name, and often didn't know the other. The Committee of Management felt the confusion was having a negative impact on our identity and branding and decided to bring all of our operations under the banner of NADRASCA.

The Adult Training and Support Services (ATSS's), the Aged Person's Service and our Residential Services have continued to operate in an efficient and effective manner. Both of our ATSS's have received a significant facelift using funding received



from Human Services as the result of fabric audits completed some time ago.

The support NADRASCA receives from government, both State and Federal, is appreciated and would not be achieved without the Contract Manager and Program and Service Advisers within the departments of Family and Community Services and Human Services, who are our direct contacts. Their guidance and assistance, particularly in relation to applications for additional subsidies and grants, has been much appreciated.

I would also like to express my appreciation for the support, commitment and assistance received by the Committee of Management, management and staff during the last year. Without this support and commitment we would not have been able to achieve successful outcomes in the many issues which were addressed.



Gus Koedyk
Chief Executive officer





CLIENT SERVICES DIVISION

RESIDENTIAL SERVICES

PERFORMANCE

I am pleased to advise that we have delivered on the commitments promised in last year's report.

While we can always do better, the quality of care provided to our residents has met all minimum expectations. This view was confirmed by Community Visitor reports and the expressions of support from family members of residents. We are determined to continue to make our houses as comfortable and welcoming as possible, and to ensure that our residents' health, social and recreational/leisure needs are met.

Our financial performance has similarly been strong. We have controlled our costs, while at the same time continuing to efficiently meet the needs of our residents. Grants from the Department of Human Services which were previously one-off, have been made recurrent, giving some additional certainty to our financial circumstances. Recently we were able to purchase two new vehicles for our houses. The provision of these vehicles underlines our commitment to increasing opportunities for community inclusion. The Department of Human Services again provided a small grant for equipment and minor works.

Consistent with our approach to providing recreational and leisure options for residents, a successful twelve-week art/dance program was organized. The program culminated in a BBQ and presentation concert attended by family members and friends of the participants. A number of Easter, Christmas and long weekend holidays were also organised for residents during the year.

As part of the introduction of person-centered planning, we have developed an innovative program to further strengthen our residents' connection

with the community. Each resident has been allocated four additional hours of quality time per month with a staff member, undertaking a community activity of his or her choice. The cost of this initiative is significant, but its benefits are considerable.

Meetings were held with a number of parents/carers to determine areas of unmet residential need. These meetings clearly indicate that much planning still remains to be done if we are to adequately meet client and family needs into the future.



CLIENT SERVICES DIVISION



FUTURE FOCUS

Areas of special attention in the coming year include:

- *Finances:* mindful of increased transport/petrol costs and a log of claims for salary increases in this sector, we intend to monitor our finances closely. We are confident that deliverable resident outcomes will not be compromised.
- *Risk Control:* WorkSafe Victoria has developed a Welfare and Community Services project examining work practices in the disability residential sector. As a priority we will work towards ensuring that practicable risk control measures are in place in all our houses.
- *Ageing:* the ageing and disability issue is a major area of concern. Elsewhere in this Review you will read of NADRASCA's response in purchasing the Jolimont Road property. This development and the management of our Aged Person's Service will be a continuing priority.
- *Future Residential Needs:* planning the best methods of addressing the future residential needs of our clients is ongoing. We propose to examine every opportunity for expansion and growth consistent with our strategic direction.
- *Parent Group:* fostering closer relationships with our parent group is a priority. A productive partnership between parents, residents and staff is vitally important to ensure that our residents gain maximum enjoyment from their home life.

The Parents and Friends Committee continue to actively support all that we do in Residential Services. Their enthusiasm, perseverance and help are nothing short of inspirational. This is all done at a time

in their lives when their own needs are often very challenging.

This review highlights the hard work of Residential Services' staff, so capably led by Holly Arnold-Lester. I thank them for their efforts and congratulate them on their achievements.

HUMAN RESOURCES / QUALITY ASSURANCE

Two highlights of the past year were the Second Stage Certification of our Quality Assurance System and the introduction of the payment of pro rata award based wages to employees in our Business Services. The independent audit review team 'commended the commitment of management and staff in supporting the ongoing development of our Quality Management System and its continued integration within the changing business framework'. Thanks to all staff who contributed so positively.

A detailed organisational audit of our Occupational Health and Safety arrangements and recent changes to Victorian Occupational Health and Safety laws have provided a springboard for revisiting the important area of compliance and risk management strategies.

Industrial Relations negotiations are proceeding with those unions who cover staff in Day and Residential Services.



Brian Parr
Divisional Manager
Residential Services





DAY SERVICES

FRIENDSHIP

Research shows that friendship is a significant part of life, both for people who have a disability and those who do not.

A friend is 'one joined to another in intimacy and mutual benevolence independently of sexual or family love'. Friendship has been spoken or written about for as long as human beings have existed. It is celebrated in stories, songs, poems, plays, films and books.

NADRASCA has a long history of being a vehicle for bringing together people who have a common goal and interest. In the almost 40 years since NADRASCA was established, hundreds of friendships have been formed. From the strength of the Apex Club in the early days to the formal and informal gatherings of today, NADRASCA has created many opportunities and environments for the formation of strong friendships.

To enhance our sense of community, we all seek active associations with people who share a common interest.

We are all travellers in the wilderness of this world, and the best we can find in our travels is an honest friend.

*Robert Louis Stevenson
(Scottish writer and Poet)*

NADRASCA Day Services actively creates opportunities for the formation of strong friendships, including:

- *The Farm:* the Farm has always been a catalyst for friendships. The relocation of the Farm from 369 Canterbury Road to our new community gardens in Morack Road continues this tradition.
- *Eastern Region Client Network:* our involvement with the Network enables our clients to be active participants in decision making within the region. They also network with other service users.
- *Art & Drama:* the production of 'The Pyjama Game' and the Art Exhibition lead to wonderful events that were enjoyed by the broader community.
- *Witt Street Shed:* the building of a shed at Witt Street by the Blackburn North Lions Club was a morning of good fellowship with a common goal.
- *Trailer:* the Freemasons Y2KS (the Masters Group in the year 2000) came to our rescue by supplying our bike riders with a trailer.
- *Redevelopment Funds:* once again the Forest Hill Rotary Club golf tournament provided funds towards the redevelopment of Morack Road.
- *Business Services:* access to Business Services and the establishment of a vocational training area gave additional social connections.
- *Families:* participating in the 'Having a Say Conference' and Careers Week gave parents and family members an opportunity to meet.
- *Complex Communication Service:* our joint venture with the Yooralla Society, the Complex Communication Service Intervention for the clients at Witt Street, provided a practical partnership.



DAY SERVICES

STANDARDS

The review and changing of Standards is another area in which our client committees and staff have been actively involved. There has however been little change in the outcomes.

The new draft Standards read:

Standard One Individuality

You: You have the right to make decisions and choices about life.
Your Support Provider: Support Providers help you to make choices and decisions about your life
Your Community: The community values your identity.

Standard Two: Capacity

You: Your abilities and potential are identified and encouraged.
Your Support Provider: Your Support Providers work together to respond to your needs in the way you wish.
Your Community: Your community embraces all people.

Standard Three: Participation

You: You are able to access your community.
Your Support Provider: Support Providers work with you to enable you to participate in your community.
Your Community: Your community includes you in the areas of life that you choose.

Standard Four: Citizenship

You: You have rights and responsibilities as a member of the community.
Your Support Provider: Your Support Provider helps you with your rights and responsibilities.
Your Community: In the community each individual is an equal member.

Standard Five: Leadership

You: You have the opportunity to inform the way your supports are provided.
Your Support Provider: Government, together with your Support Provider, provides good practice.
Your Community: Your community promotes and encourages support that includes you.

You can download the revised Victorian Standards Disability Services from the DHS Web site (www.dhs.vic.gov.au).

The Victorian Government's vision for the future as expressed in the State Disability Plan is:

'By 2012, Victoria will be a stronger and more inclusive community – a place where diversity is embraced and celebrated, and where everyone has the same opportunities to participate in the life of the community, and the same responsibilities towards society as all other citizens of Victoria.'

The past year has been another wonderful year for Day Services, full of challenges and achievements. There are many people to thank. Hema Kumble and Betty Hamilton work extremely hard ensuring the best

possible outcomes for their teams, who in turn provide programmes of excellence. Keith Jenkins has been instrumental in the redevelopment of our community gardens. His diligence in seeing the vision is resulting in a fantastic project. Thank you also to Judith who works hard and creatively for her retirees. And finally:

*In the sweetness of friendship
Let there be laughter,
Sharing of pleasures.
For in the dew of little things
The heart finds its morning
And is refreshed.*

Kahli; Gibran Lebanese Poet



Raeoni Turner
Divisional Manager
Day Services





BUSINESS SERVICES

The 2004/5 financial year has been a year of change for Business Service operations across Australia.

The Australian Government, through the Department of Family and Community Services (FaCS), has changed funding guidelines for business services such as ours. All business services now need to reassess their operations to ensure that they function as any other business functions, generating a surplus to support their continued viability.

No longer can we think and act as a welfare agency, or dwell in the 'good old days' of sheltered workshops. All involved must understand the need to think and act as a business. If we fail to generate a surplus from our business operations, NADRASCA Business Services' 137 employees may cease to have ongoing employment.

Business Services has had to bear additional costs related to:

- the introduction of Case Based Funding which now determines funding based on individual need rather than the number employed;
- the introduction of award based wages for individuals based on the job performed and their respective abilities and productivity; and
- the need to be accredited to the twelve Disability Service Standards.

During the past year two groups of consultants have reviewed our compliance with the Disability Service Standards and our future viability as a business unit. NADRASCA Business Service has achieved accreditation to the Disability Service Standards and a positive viability review. I am pleased and proud to report that we have achieved the best possible outcomes during these reviews – a credit to all those involved.

What have these changes meant for our Business Service operation? There has been a change of focus. We have reassessed the type of work we undertake and are developing the systems and procedures expected of a professionally run business. During the past year we have:

- introduced computerised job costing and quoting;
- put in place productivity reporting;
- developed scheduling systems;
- computerised our customer data base and order process;
- written new business;
- developed quality procedures that will allow us to become accredited to the internationally recognised ISO Quality Standard. This accreditation is important for major corporations in the business world and is something a number of our sister organisations already have.

These changes mean that we now present to potential customers as a professional, efficient business, capable of servicing their business needs.

Business Services is also developing strategic alliances with new and established customers – alliances that will provide us with consistent, ongoing work in all areas of our operation. A strategic business review showed the need to develop and broaden our customer base and, during the year, contracts for new long-term, ongoing business worth in excess of \$600,000 per annum were signed.

NADRASCA Business Services is now part of an Australia-wide Business Service Alliance. This alliance will further develop our business potential and enable us to approach and service nationally



BUSINESS SERVICES



based customers, an avenue previously not readily available to us. Work has already flowed from this alliance and the prospects for future work looks promising.

We believe that these new directions will provide the basis for future growth and ongoing viability.

Aluminium Can Recycling and Bookshop operations are another important aspect of Business Service operations.

The Aluminium Can Recycling area processed a record level of aluminium during the last financial year, however much of the increase was in product sourced from metal recyclers. The traditional 'Cash for Can' business has continued to decline due to two key changes. The advent of council co-mingled waste collection has reduced the supply to can collection centres, and there has been a decline in the number of organisations using can collection as a fund raising activity. Much of the business is now concentrated in the low margin area and, as the competition for bulk aluminium grows, the work required to source supply also increases.

The bookshop / book exchange continues to service the local community from its Blackburn location. The staff have, as always, maintained a high level of service to our clients. The bookshop stocks a wide range of books, from Mills and Boon stories to technical textbooks. If you love reading and have not yet visited our bookshop, a visit is a must.

Sadly, some news is less positive. Sales of photographic film have dropped due to the growth of digital technology. This change has dramatically reduced work from existing long term customers operating in this area. Additional pressure has come from cost cutting by a number of our competitors, both in the disability and standard commercial world. The business environment is always

competitive and to win new long term business, Business Services must ensure that it operates in the most effective and efficient manner.

Financially we did not achieve a good result this year, suffering another deficit for the fourth year in a row. However indications are positive for the coming year and we expect to reverse this trend, returning to a surplus in the 2005/6 financial year.

Alongside the business needs of our service, is another vital consideration: the needs of our employees and our responsibility to provide the best possible outcomes from their working experience at NADRASCA. Our individual training, utilising the Individual Employment Plan (IEP) process, and our group training covering broad based work issues, have allowed us to continue the individual development of each employee.

In April 2005 we were pleased to be able to provide to our employees the total wage increases resulting from the Wage Assessment and Award Based Wages Determinations.

The Employee Representative Committee has continued to play an active role in raising issues that affect the working lives of our employees, and in providing special social events such as special food days, the combined staff / employee training day and the employee Christmas Dinner Dance. The ERC is an important part of ensuring that we meet our employees' needs and continue to address their concerns.

Towards the end of 2004 we undertook a complete Occupational Health and Safety Review of the Business Service locations to ensure the provision of a safe workplace through compliance with all aspects of the Occupational Health and Safety Act. Although there were some minor issues to rectify, in general

terms we were found to comply with the Occupational Health and Safety requirements across all our sites.

Finally, it is important to recognise that all the achievements of NADRASCA Business Services depend on our employees and staff. Their commitment and support over the last twelve months has meant that the changes required of us have been made with the minimum of disruption to the ongoing business process.

As the 2004/5 financial year drew to an end it was hard to believe that I had been at NADRASCA for 10 months. Like most positions where you feel comfortable, you wonder where the time has gone and feel that you have been there forever. I can only say thank you to all for the welcome I have received.

We proceed into the 2005/6 financial year with optimism. I am sure I will be able to report a favourable result in the next Annual Report.



Peter Ray
*Divisional Manager
Operations*

