

ANNUAL REPORT 2018



Registered
NDIS
provider



Sunnyfield
disAbility Services

FOR A BRIGHTER FUTURE

A lot has happened for Sunnyfield over the last 66 years. From the most humble of beginnings, Sunnyfield has grown in depth and breadth of support services. Working together, families, friends and dedicated staff, enable Sunnyfield to deliver brighter futures for people with disability.

Sunnyfield is a for purpose, member based, registered not-for-profit charity. Guided by our values of respect, trust, honesty and innovation, it's our mission to enrich the lives of people with intellectual disability by creating choice, opportunities and skills for life.

Day to day, we deliver nearly 2000 support services for people with disability, including children, teenagers, adults and seniors. Sunnyfield employs over 1230 staff in NSW and the ACT, to deliver accommodation services, assistance with daily life, social and community participation, supported employment, skills development, support coordination and clinical services.

Vision

Excellence in supporting people with intellectual disability

Mission

To enrich the lives of people with disability by creating choice, opportunities and skills for life

Values

Respect, Trust, Honesty and Innovation

IT'S LIKE A SECOND HOME
FOR ME, I FEEL UNDERSTOOD
AND I LIKE COMING HERE

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MESSAGE FROM THE CHAIR



The second year of the National Disability Insurance Scheme (NDIS) saw more Australian people with disability gain access to NDIS supports and the freedom of choice that comes with such supports. They are able to access the provider and the support services that they want, delivered where they want them, and by whom they choose. But with this joy, unfortunately has come some challenges, as the National Disability Insurance Agency (NDIA) attempted the largest social change seen in Australia since the introduction of Medicare in the 1980s.

Key strategic issues facing the disability sector include:

- The NDIS has created a volatile, uncertain, complex and ambiguous (VUCA) operating environment, driving significant change for service providers.
- NDIS processes have increased administration costs for the disability sector, as complex processes move more responsibility from the NDIA to service providers.
- NDIS prices have significantly eroded margins, challenging the financial viability of some service delivery models.

Sunnyfield commenced the 2018 financial year with a new three year strategic plan. Sunnyfield's previous FY14-17 strategy was focused on preparing clients, families and Sunnyfield for the NDIS and the radical reform it was then anticipated to bring to the disability support sector. The work completed over the previous three year strategy cycle placed Sunnyfield on solid foundations. Sunnyfield's FY18-20 strategy is our blueprint for working towards our vision of excellence in supporting people with intellectual disability under the NDIS. It is built on our mission to enrich the lives of people with disability by creating choice, opportunities and skills for life. And it is underpinned by Sunnyfield's values of respect, trust, honesty and innovation. At the heart of Sunnyfield's FY18-20 strategy are three core deliverables for clients, in conjunction with their families:

- I get more choice of what I want, where I want it
- I experience the Sunnyfield Way every time
- I control how and when I engage

Sunnyfield was well prepared financially and strategically for the NDIS, and had a good plan for how we would operate. However, the unanticipated challenges created by the NDIS across the disability sector has not left Sunnyfield unscathed; particularly in our Community Services division. FY18 was a difficult year as the impact of significantly reduced NDIS prices and increased administration combined to create a loss in the Community Services division for the first time in more than 10 years. As FY18 was coming to an end, Sunnyfield revisited our FY18-20 strategy and made a number of important decisions and changes, which have already begun to improve the performance of the Community Services division.

The Sunnyfield Board supports the work being done by the Sunnyfield Management team to minimise the implementation downsides of the NDIS, while ensuring that we continue to provide quality support services for people with disability. Sunnyfield has increased consolidated net assets and available cash, showing strong financial stewardship in these very challenging times; and we are well prepared for the introduction of the new NDIS Quality and Safeguarding framework that took effect from 1 July 2018.

We have continued to implement the recommendations from last year's review of Sunnyfield's governance framework, and have prioritised Management to focus on risk management and compliance; particularly within the context of the challenging and evolving market place.

Most importantly, the Board and Management remain wholly committed to supporting clients, and their families and carers, to achieve choice and control - and the highest quality support - in their lives.

Karen Ingram Sunnyfield Chair

Above
Karen Ingram,
Sunnyfield Board Chair
(right) and Caroline
Cuddihy, Sunnyfield
CEO (left)

MESSAGE FROM THE CEO

As FY18 comes to a close, I am proud to look back and see that every eligible Sunnyfield client has now transitioned to the NDIS, and is benefiting through greater choice and control for the support services they receive. I thank all Sunnyfield staff who have worked tirelessly to assist clients, families, and guardians to be supported through their dealings with the NDIA and in accessing the support services they choose.

The year certainly was a bumpy ride though, and it delivered below expected financial results. Sunnyfield FY18 consolidated revenue was \$80.6m and an operating surplus of \$0.2m; with the inclusion of Other Income a net surplus of \$3m resulted. Sunnyfield Community Services experienced significant price and margin reductions in the transition of all clients from FACS to NDIS funding; Sunnyfield had ongoing extra NDIS administration costs of approximately \$3.5m p.a.; and saw a decline in clients choosing supported employment in their NDIS plans.

Sunnyfield remains a strong supporter of the NDIS, and we continue to be a proactive champion to improve the NDIS for clients, families, guardians and service providers. However, it does appear that the NDIS will take several more years to establish clear policies and processes. During this period of continuing NDIS change, Sunnyfield will focus on providing clients with quality services and supporting them where we can, and where they want, to the best of our ability.

Despite these times of big change, FY18 had many good outcomes for clients, families and Sunnyfield:

- More than 95% of clients chose to remain at Sunnyfield after they were given choice and control in their NDIS plans.
- Completion of the 10 year devolution project to relocate 46 client places from Hostel and Carinya to nine purpose built community homes.
- Land purchased and house designed from a \$1m donation for a new Shared Living home on the Central Coast.

- Starting the year with only a handful of clients, the new Tweed Heads Community Services Hub is now providing support to 40 clients in the region.
- 10 new Shared Living clients moved into Sunnyfield homes.
- New and innovative Community Services initiatives introduced to meet client needs including a wide range of general and age-specific programs; community participation and skills-for-life modules; and individual and group activities.
- The new Support Coordination team is helping more than 200 clients understand their NDIS plans and helping them link to service providers.

Sunnyfield's priority has always been, and will continue to be, the clients that we support. The NDIS is a wonderful opportunity for people with disability, and Sunnyfield was prepared for these challenging times. We prepared by shoring up our financial position over six consecutive years, growing assets, with Net Tangible Assets at FY18 year-end of \$35.5m; and we prepared by recruiting a management team that would be able to balance financial stewardship with quality client customer focused services.

Sunnyfield are committed to our FY18-20 strategy to Strengthen, Grow, and Innovate. The emphasis for the coming year is on strengthening Sunnyfield, while strategically assessing growth opportunities and seeking out innovation. We will continue to keep Sunnyfield's Vision at the centre of all we do – Excellence in supporting people with intellectual disability. And while the NDIS continues to present challenges for both people with disability and service providers, it is also a wonderful national initiative in creating choice, control and opportunities for all people with disability, including the Sunnyfield community.

Caroline Cuddihy Sunnyfield CEO

SUNNYFIELD FY18 HIGHLIGHTS





1 Garry enjoying the Wests Tigers meet and greet with Benji Marshall

2 Energizer volunteers at Chatswood Enterprises

3 Prue Car MP, Member for Londonderry enjoying a tour at Mt Druitt Enterprises

4 Rob (Resident), James Griffin MP, Member for Manly, Gordon (Resident), The Hon. Ray Williams MP, Tony (Resident) and Caroline Cuddihy at the Inglebar home opening

5 Caroline Cuddihy, Bruce Douglas & Heather Milnes at the soil turning ceremony on the Central Coast

6 Ninny, Em and Ginny, Jess and Glen enjoying a stroll at Narrabeen Lake

7 Clients enjoying a day out sailing on the Central Coast

8 Joe and Julie enjoying the Annual Tamworth Sports Day

9 Andrew and Jason enjoying a seat in their handmade furniture

10 Christian getting ready for the next action shot of his movie at Guildford Community Services Hub

11 Sunnyfield residents enjoying a weekly fitness session

12 Helen getting ready to bat at Sunnyfield Enterprises' Sports Day in Toukley

13 Clients and staff at Parramatta Community Services Hub



❧ I LIKE HAVING MY OWN SPACE
AT HOME, I LOVE MY ROOM AND
I LOVE MY HOME AND COOKING
MEXICAN FOR MY HOUSEMATES ❧

Ursula, Shared Living Resident



SHARED INDEPENDENT LIVING



Sunnyfield's Shared Living services provide people with disability the opportunity to live life independently in their home with person-centred active support.

We take great pride in making a house a home, and this year we were privileged to support 229 residents across 46 community locations in NSW and the ACT.

This year we introduced more initiatives across Shared Living homes to improve community access, independence and social participation for residents to assist them in attaining their goals.

We expanded Shared Living homes in Western Sydney, and also developed individualised programs to build skills for life and participate in community access activities.

As the NDIS processes evolve, Sunnyfield will continue to work closely with residents, families and guardians to ensure timely communication of changes, and support participants with their NDIS Plan review meetings to ensure the needs and aspirations of clients are understood and reflected in their NDIS Plans.

Highlights for the year

32 residents from Hostel and Carinya, along with 14 other clients moved into nine purpose built Shared Living homes on the Northern Beaches of Sydney. This marked the completion of the NSW Government Large Residential Centre Redevelopment Program for Sunnyfield

Implemented comprehensive medical training for staff across all Shared Living homes to support residents with specific medical needs, such as epilepsy and diabetes management in alignment with Quality Standards

Increased flexibility in shopping and meal planning to expand opportunities for residents to increase social activities

Held shared independent living forums for NDIS participants, guardians and families, with accommodation goals, to facilitate independent and shared living solutions

Introduced an 'Ageing in Place' initiative to gather and develop best practice standards and an integrated program to support ageing residents

Pictorial cookbooks and 'Who is here' charts were introduced across all new Shared Living homes to support resident communication and engagement in daily household participation



COMMUNITY SERVICES

Sunnyfield Community Services provide people with disability assistance to access community, social, recreational, and capacity developing activities, both centre based and in the community.

We delivered a wide range of initiatives, activities and programs within Community Service Hubs, client's homes and local communities throughout NSW and the ACT, to support over 1000 people with disability.

The NDIS has created the opportunity for participants to experience new activities and make personal choices about the supports they receive.

Our focus this year was evolving our suite of centre based and community access programs to meet growing participant demand, by expanding choice and opportunities available for people with disability across all Community Services delivery sites.

The key challenge faced by many disability service providers this year, was operating within lower NDIS pricing for community access and insufficient client transport funding. These issues proved problematic for many service providers, with some choosing to only provide limited service options, and some exiting these support services.

While Sunnyfield Community Services has also been impacted, we continue to ensure our programs and activities are aligned with client needs, and are supported by Sunnyfield's overall financial strength and stewardship.

Sunnyfield will continue to advocate with Government and the NDIA to improve NDIS policy and processes and raise issues facing NDIS participants, families, guardians and the disability support sector.

Highlights for the year

Expanded services in North East NSW opening a new Tweed Heads Community Services Hub and delivering a range of Skills for Life, community access and group based programs to 40 new clients

Hosted our 4th Annual Indoor Sports Day for people with disability in New England, with over 100 participants from across the region engaged in individual and team sporting events

Launched a range of new group-based programs for children, teenagers and adults with disability across Western Sydney, Southern Sydney, Northern Sydney and New England regions

Launched a range of new centre-based activities across Western Sydney including a Men's BBQ group, a Movie Making program, Music Therapy and an Arts program focused on movement, sound and visual arts

Community partners assisted in delivering Skills for Life modules as part of Sunnyfield's new Step Out program in Blacktown and Mt Druitt

Opened a new Community Services Hub in Parramatta featuring a 'Learning Centre' for clients to develop Money and Budgeting skills using SMART Board technology

Supported clients, families and guardians with their first transition to the NDIS in South Sydney

More than 95% of existing clients decided to choose Sunnyfield to continue providing their support services





❧ I LIKE COOKING, YOGA, KARAOKE
AND ELVIS ARE MY FAVOURITE ❧



“ I LIKE HELPING
PEOPLE AT MY JOB ”

Peter, Supported Employee

SUPPORTED EMPLOYMENT

Sunnyfield Enterprises provided supported employment for 233 people with disability across three Greater Sydney locations, bringing industry and community together to create meaningful employment opportunities.

Sunnyfield is passionate and committed to improved employment participation for people with disability. However the NDIS policy and pricing structure is still evolving with respect to promoting employment participation choices for people with disability. Consequently, like most Australian Disability Enterprises, Sunnyfield experienced a decrease in participating supported employees in FY18.

Sunnyfield will continue to champion supported employment as a viable option for people with disability in partnership with families, guardians and all Australian Disability Enterprise workplaces.

Highlights for the year

Sunnyfield's 5th Annual Enterprises Sports Day for supported employees was enjoyed by 58 clients and over 20 volunteers at Lutanda's Toukley Centre

Partnered with BuyAbility (an initiative of the National Disability Services), to increase employment opportunities for people with disability and facilitate further business growth for ADE's

Supported employees across all three sites engaged in a range of training programs including Workplace Health & Safety, Healthy Eating, and Workplace Bullying & Harassment

Launched individualised training across all three sites to build work skills and competency of supported employees in line with their 2018 employment goals

Successfully completed recertification against the National Standards for Disability Services (NSDS). Staff were commended for their knowledge and application of Sunnyfield's business systems and a high level of client satisfaction

Increased the number of new business customers in Therapeutic Goods Administration (TGA) and APVMA Clean Room Packaging Services to diversify into sustainable business opportunities

Successfully secured a Department of Social Services grant of \$123k to facilitate case management consultation for 27 supported employees to transition to retirement and access alternate programs to employment



PROPERTY

Sunnyfield's Property team supports the organisation to access affordable, safe and appropriate commercial and accommodation properties by managing leases, maintenance, refurbishment, and relocation activities.

Highlights for the year

Opened nine new Shared Living homes for 46 residents. This project was completed as part of the NSW Government Large Residential Centre Redevelopment Program

Completed voluntary fire safety upgrade at Allambie Heights

Relocated two Frenchs Forest Community Services Hubs to create the new Carinya Community Services Hub

Maintained 18 Community Services properties, 46 Shared Living homes, a 20 resident retirement village and support offices

Community Building Partnership (CBP) grant funded upgrades across eight Sunnyfield sites:

- Chatswood Enterprises – shaded outdoor area built with a weatherproof shelter
- Allambie Heights Enterprises – factory upgrade of protective roller curtains
- Guildford Community Services Hub – repurposed kitchen upgrade
- Ashfield Short Term Accommodation – upgrade and refurbishment of garage into a drop-in centre
- Kitchen, outdoor, garden and internal upgrades across four Shared Living homes



SUPPORT COORDINATION

Sunnyfield's Support Coordination team works in consultation with NDIS participants to optimise their choice and use of their NDIS funds, provide advice about the flexibility within their plans, and connect people to a range of service providers focused on their individual needs and goals.

Clients who are able to utilise Support Coordination are making tremendous progress towards their goals; and families become more empowered to understand NDIS processes and build independence in managing their plans and provider interactions.



Highlights for the year

200 clients received support coordination across the Greater Sydney region, and Central Coast

Clients were assisted with:

- transitioning into supported independent living
- moving from shared independent living to living independently with drop-in support
- transitioning from 10 years of supported employment to mainstream employment
- receiving Assistive Technology to greatly facilitate independence in the community

A growing consistency was noted in NDIS Plan review processes and outcomes across the Sunnyfield Support Coordination team

The approval process for Assistive Technology was streamlined resulting in more efficient approval times

Allied Health professionals were better informed of the NDIA's expectations in the provision of evidence and delivery of supports for NDIS participants



“SUPPORT COORDINATION MADE IT SIMPLER FOR US TO MAKE CHOICES ABOUT HOW TO BEST SPEND BEN'S NDIS FUNDING TO INCREASE HIS QUALITY AND ENJOYMENT OF LIFE”

Sam, Sister

FUNDRAISING

Sunnyfield raised over \$1.2 million this year given by our generous donors.

We are grateful to have the support of individual donors, corporates, community groups and grant funders. Their contributions funded items that are not covered under the National Disability Insurance Scheme (NDIS) including household items and property improvements; vehicles needed for transport; creative arts and fitness programs; as well as technology to facilitate our Skills for Life programs.

These additional resources contributed to skills development, increasing independence and enhancing the everyday experiences of people with disability choosing Sunnyfield services.

We appreciate every dollar received and our heartfelt thanks are given to local community partners for their support.

A special thanks to the councils of Blacktown, Cumberland, Northern Beaches and Penrith, as well as local clubs Bankstown Sports Club, Chatswood RSL, Dee Why RSL, Parramatta Leagues Club and St Mary's Rugby Club.

Grants from the Community Building Partnership scheme in the electorates of Castle Hill, Davidson, Fairfield, Pittwater, Summer Hill, Wakehurst, Willoughby and Wyong helped create more vibrant and inclusive communities through property enhancements across Sunnyfield's sites.

Sunnyfield is extremely grateful to the many people and organisations who provide a significant amount of pro-bono and gift-in kind services and products. This almost \$1 million contribution to Sunnyfield includes professional service firms, retailers and wholesalers.

Our Special Thanks!

A private financial gift received which will allow the construction of a purpose built Shared Living home for people with disability on the Central Coast

Sunnyfield Members Auxiliary for donating funds to purchase a vehicle for a Shared Living home in Mona Vale

ASX Thomson Reuters Charity Foundation and a Sunnyfield Family Member for donating funds needed to purchase a new vehicle for a Shared Living home in Killarney Heights

Clayton Utz for donating funds to purchase furniture and whitegoods needed for setting up a new Shared Living home on the Central Coast

Pharmacare, Australian Wrapping Company and Blesbok for donating funds to enable the Annual Enterprises Sports Day

**Sunnyfield raised over
\$1.2 million this year given
by our generous donors.**





Stronger Communities Programme (Warringah) for donating funds towards the purchase of a wheelchair modified van for a Shared Living home in Allambie Heights

Sydney Motorway Corporation for donating funds to purchase a SMART Board and kitchen resources for Sunnyfield's Lilyfield Community Services Hub

Commonwealth Bank of Australia for donating funds towards Sunnyfield's short-term accommodation service for children and young people with disability in Caringbah

Westpac and Sennheiser who have donated microwaves, dishwashers, fridges and furniture items

Bunnings who have donated a range of outdoor furniture, BBQs and supplies for Sunnyfield Shared Living homes and Community Services Hubs

The Lions Club of Blacktown and the Blacktown branch of the Commonwealth Bank of Australia for donating household items needed for a new Shared Living home in Western Sydney

Big W for donating a large range of Christmas decorations for Sunnyfield Shared Living homes

To the many students of Brigidine College, St Augustine's, St Catherine's, The Scot's College and Wollemi College for volunteering and raising funds for Sunnyfield

THANK YOU



3X NEW VEHICLES PURCHASED
\$72,000



RESOURCES FOR CLINICAL SERVICES
\$8,000



SPORTS EQUIPMENT AND CLASSES \$52,000



LEARNING LABS
\$92,000



HOME IMPROVEMENTS
\$157,000



DONATED HOUSEHOLD GOODS \$44,000



OUR PEOPLE

As at 30 June 2018

Sunnyfield Board Directors



Karen Ingram

BA, LLB (Hons), MDR
Chair



Dr John Carter AO

BSc (Med), MBBS, MD, FRACP
Member



Ian Fraser

FCPA, FAICD
Member



Melissa Hammel

RN, DipMgmt
Member



Heather Milnes

Chair Housing, Property and
Equipment Committee;
Member



Mike Nicholls

BBA
Member



Malcolm Park

BSc (Eng), FAICD
Deputy Chair;
Chair HR, Nomination
and Remuneration
Committee; Member



Tom Pockett

BCom, FCA
Deputy Chair



Ross Rathmell

BEd, MAICD
Chair Audit, Finance
and Risk Committee



Claire Sowden

BA, BArch

Senior Leadership Team



Caroline Cuddihy

BAppSc, MBA, GAICD, JP
Chief Executive Officer



Richard Gregg

BSc (Hons), ACA, CA, MAICD
Chief Financial Officer



Jennifer Luff

BArts (Human Movement),
BEd, MBA
General Manager
Shared Living



Stephen Robb

General Manager
Enterprises



Stephen Russell

GradDip Financial Mgmt,
MBA
General Manager
Community Services



Jonathan Swain

LLB
General Manager
Corporate and Company
Secretary



Bruce Tosello

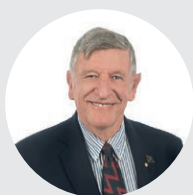
BDes (Industrial Design),
MBA
General Manager
Business Development
and Fundraising



Julie Williamson

MA (Human Resources
Management)
Acting General Manager
People Learning & Culture

Sunnyfield Patrons



Bryan Whiddon OAM
Honorary Life Member



**Air Chief Marshal
Sir Angus Houston
AK, AFC (Ret'd)**

Gateway 2015 Properties Trust Directors

Michael Brent
John Connell
Chris Howells
Heather Milnes
Tom Pockett (Chair)

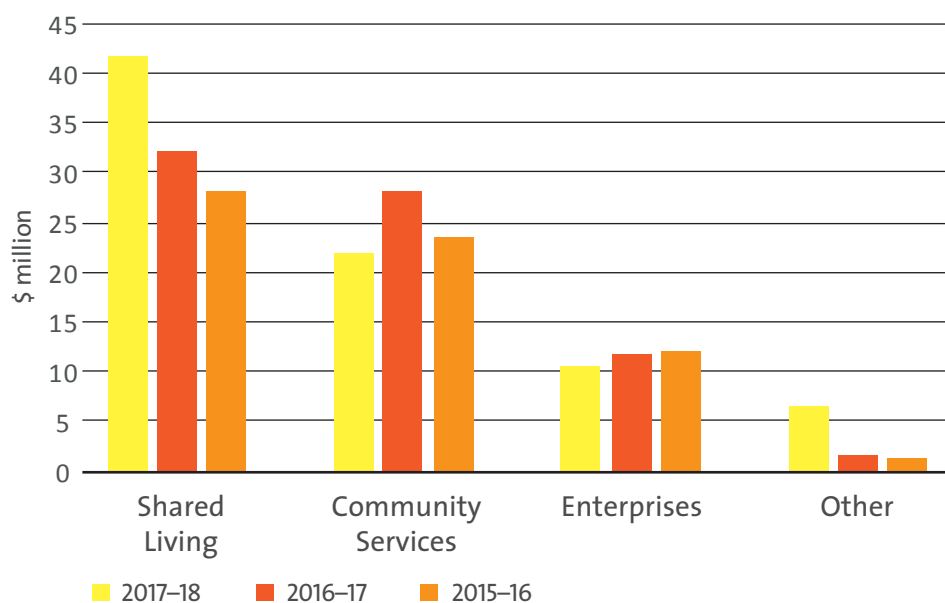
The Sunnyfield Independence Fund Directors

Michael Brent
John Harston (Chair)
Jean Hay
Tom Pockett
Ross Rathmell

Financials

| \$ million | 2017-18 | 2016-17 | 2015-16 |
|--------------------------|-------------|-------------|-------------|
| Government funding | 67 | 59.4 | 49.9 |
| Sale of goods | 7.6 | 8.3 | 8.2 |
| Fees, board & lodgings | 4.1 | 3.7 | 3.5 |
| Other revenue | 1.9 | 1.9 | 3.0 |
| INCOME TOTAL | 80.6 | 73.3 | 64.6 |
| Employee benefits | 64.2 | 52.6 | 45.4 |
| Occupancy | 6.5 | 5.7 | 4.7 |
| Cost of sale of goods | 2.6 | 2.8 | 2.7 |
| Depreciation | 1.6 | 1.4 | 1.1 |
| Other expenses | 5.5 | 6.8 | 6.7 |
| EXPENSES TOTAL | 80.4 | 69.3 | 60.6 |
| OPERATING SURPLUS | 0.2 | 4.0 | 4.0 |
| Other income | 2.1 | 3.7 | 3.7 |
| Investment income | 0.7 | 0.7 | 0.8 |
| NET SURPLUS | 3.0 | 8.4 | 8.5 |
| Net Assets | 35.5 | 32.5 | 24.2 |

Revenue by division



Feedback

We are not only in the business of improving lives we are also in the business of improving the way we do it.

So if you have any feedback, about the things we have done well, or the things we could do better, then please get in contact and send an email to our confidential email account at feedback@sunnyfield.org.au

Contact Us

T 1300 588 688

E enquiries@sunnyfield.org.au

www.sunnyfield.org.au

