

2009/2010



MARILLAC ANNUAL REPORT

'learning together'



To find out more about Marillac, please
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KELLI MILNE DESIGN



FROM CHAIRMAN GERARD DEMPSEY

I am pleased to report on the 2009/2010 year on behalf of all Marillac Directors.

Our theme for the annual report this year is 'learning together'. As Directors and as people working in Marillac, we must keep listening and learning so we can more truly reflect the spirit of St Louise and respond to the wishes and needs of every person we support.

This report includes reflections about what we did during the year and what we learned. We believe we have continued to progress as a provider of services that meet vital needs in our community and we are committed as a Board to ensuring Marillac keeps improving in all that we do.

I would like to take the opportunity to talk about a major development the Board undertook in the past year, which was to agree on our strategic priorities for the next five years.

The complete plan – which you can read on one page – is available on our website www.marillac.com.au or from any of our staff. As Directors, we always have before us the vision of every person being able to develop physically, emotionally, socially, intellectually and spiritually to their full potential. We also set ourselves a clear goal of ensuring Marillac is a strong, sustainable organisation that will be able to keep operating and delivering quality services in the future.

To meet our goals we are focusing on these priorities:

- Growth – growing Marillac, through natural growth and acquisitions and mergers, so we can offer a wide range of services to a high level of quality
- Risk management – understanding and reducing our risks and improving how we respond to issues and incidents
- Viability and sustainability – being financially strong by budgeting carefully and pursuing sustainable activities and investments, so we can commit long term to people we support and to partner agencies
- People – attracting and keeping great people, investing in staff skills and education, creating a work environment people enjoy and feel proud of and planning ahead so our capabilities stay strong
- Knowledge management – continuing to invest in and improve our ability to capture and use information.

Marillac's Directors know we face many challenges from the operating environment. With help from Liz Forsyth at KPMG, as well as from Johanna and other members of the Marillac team, we have shared information about issues including growth in demand for services, directions in funding, increasing attention on the rights of each individual, pressure for outcomes-based evidence of service quality, availability of housing stock, Productivity Commission discussions about a national insurance scheme, pressure to demonstrate efficiency and value for money and pressure on all our operating costs.

Meeting these challenges and making the most of these opportunities, so we can achieve Marillac's goals for quality service delivery, is a responsibility I and all the Directors take very seriously. We have stewardship of a wonderful organisation that is in a sound financial position and provides important support to hundreds of people. Guided by the spirit of St Louise and by the knowledge and skills we continue to build in our team, we will take Marillac forward to greater service and strength.

On behalf of the Board I would like to thank Johanna, Anne, Kristian and everyone who has worked with Marillac during the year. It is gratifying to see them learn from each other and from the people they support, and they have given great support to me and the other Directors again this year.

I would like to thank Julie King, who left the Board in November 2009, for her valuable contributions. We have also benefited from the input of new Director Sally Moore, who joined in March 2010 – while Sally has been involved in the Marillac community for many years it is good to welcome her as part of our Board.

Finally, as I do every year, I want to acknowledge and thank the Daughters of Charity, and Sr Margaret Armstrong as the Daughters' representative on the Board. Their prayerful and financial support and their guidance to us continues to be invaluable.

GERARD DEMPSEY

...we must keep listening and learning so we can more truly reflect the spirit of St Louise and respond to the wishes and needs of every person we support

Marillac is committed to responding to the needs of people who have a disability and their families. We believe that every person has a right to develop physically, emotionally, socially, intellectually and spiritually to his or her full human potential.

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FROM CHIEF EXECUTIVE JOHANNA SNELLEMAN



The past year has been very busy for Marillac, with a lot of change and development in our organisation and in our sector of services for people with disabilities. It has truly been a time of 'learning together' as we sought new solutions to address major challenges and make the most of significant opportunities.

The initiatives listed below and elsewhere in this annual report are a quick summary of a very full year. I welcome any questions or requests for more information.

Operating highlights during 2009/2010 included:

- Marillac pressed for further development of KeyRing/Neighbourhood Connections as a valuable service and accommodation option for Victorians with disabilities. We continued to operate three networks and have received important support from the Helen McPherson Smith Trust, in our own operations and in increasing the availability of similar networks Victoria-wide. Arthur Rogers, Head of Disability at DHS, advised Marillac that DHS' new Housing and Support Strategy will include the KeyRing/Neighbourhood Connections approach as one of the options to be supported, with the Helen McPherson Smith Trust again playing an important role.
- We participated in a Sustainability Summit conducted by National Disability Services. Sustainability is a key issue for organisations in our sector, and one of the key priorities in Marillac's strategic plan, as we face pressure from increasing accountability and limited extra resources. The National Disability Insurance Scheme currently being reviewed by the Productivity Commission was a major point of discussion.
- Marillac continued negotiations with Holy Cross and the Archdiocese of Melbourne about units in South Caulfield for people with disabilities, and we also continued negotiations with Housing Choices Australia about funding for accommodation.
- We pursued additional funding for more places in after school and holiday programs run for young people with disabilities by Marillac Casey Kidz Klub, receiving support from DHS and the Federal Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA) through its Disability and Carers Program Branch's Outside School Hours Care for Teenagers with Disability Program. As this service grew we also began searching for an alternative venue that will better accommodate growing numbers.
- We partnered with Yooralla, Jewish Care, Inclusion Melbourne and EW Tipping in the Whole of Person Project to look at more flexible daytime options for people with disabilities in day services. Marillac encouraged people living in our supported accommodation to look at different ways they could, if they wished, spend their daytime hours.

- We continued work on the design and funding of Marillac Sensory Garden, which will be created in a Mavis Avenue park provided by the Daughters of Charity as a safe, special outdoor environment for people with disabilities to enjoy. The Kiwanis Club of Moorabbin has provided us with wonderful support in many ways during this process.
- Marillac partnered with Rimfire to form a 'recruitment community' that helps us better manage recruitment of staff and create a more flexible and responsive pool of skilled staff for our services.

There were many practical examples of people we support achieving great things. One public example was Jacob Elzinga, who uses the service at Marillac Casey Kidz Klub and had a beautiful painting selected by Victorian Senator Mitch Fifield as the illustration on his parliamentary Christmas cards.

We continued working with the US-based Council on Quality and Leadership and achieved formal accreditation with QM2005 in November 2009. CQL continues to be a source of inspiration, guidance and constant pressure to achieve better and more individually-focused standards. We have also been supporting an equivalence study by the DHS' Quality Branch regarding the Victorian Quality Framework, which may mean our CQL accreditation assists our compliance with this Framework.

I thank the many other external organisations and individuals who have provided Marillac with invaluable support I would particularly like to record my heartfelt thanks to Julie King, who left Marillac's Board but stayed involved by chairing our new Rights Committee, and Andrea McQueen from the Inner South Communication Service, who has given help and support in so many ways.

Kristian Dauncey joined Marillac as our Business Manager during the year, bringing not just experience and skills in his field but also wonderful energy and commitment to improving our ability to operate sustainably at very high standards.

I thank everyone who has worked in Marillac this year. We have continued to face challenges in service delivery, regulation, growth in demand and increasing pressure and expectations, and our staff have risen to these challenges magnificently. My personal thanks go to Anne, Kristian and our small but very dedicated management team.

I also thank Gerard, Sr Margaret and all the Directors, who continue to give me and all our team generous support and guidance on this learning journey.

JOHANNA SNELLEMAN



FROM SERVICES MANAGER ANNE BAVINGTON

The past year has again been challenging for all our staff as we have worked to listen to people we support, encourage people's involvement in initiatives to protect their health and their rights and deliver services that are safe, high quality and genuinely meet people's different needs and interests.

On behalf of Marillac staff, I thank everyone we supported during the year, and your families and networks. We learn from you and we hope we helped you achieve the goals you set for yourself.

I need to especially thank our staff across all services. We do set high standards for services, for reporting and for all the extra initiatives we pursue to improve. In the end, Marillac is only as good as the work each of you does with and for the people we support. I appreciate the effort and skills you have contributed this year and hope you feel the benefits of activities we undertake to communicate better, build your skills and capabilities and make this a place you are proud to work.

This year the main highlights for people we support included:

- Promoting rights by giving people we supported, particularly in the Individual Support Adult area, information and opportunities for learning about their rights and a rights checklist to identify any issues
- Supporting people with best possible health, which has led to many individuals learning about preventative health tests they should take regularly
- Encouraging success in fields of interest including participating in art exhibitions, selling artwork and entering open employment,
- Inviting people to complete Marillac Satisfaction surveys
- Involving some people in this year's review by the Centre on Quality and Leadership (CQL), which meant being involved in Personal Outcomes Measures (POMS) interviews in the accreditations, having individuals and families participating in focus groups and attending the information/ findings session at the end of the review
- Broad involvement in the blessing of Marillac's offices.

For Marillac staff, the year's highlights included:

- Staff training days, with speakers including communication specialist Andrea McQueen and Glen Eira Metro Access Worker Amanda Burns, who discussed community activities and resources
- Learning opportunities, especially in the areas of health and rights, coming from the CQL review and accreditation
- Use of competency-based training to support in staff learning.

We also made some important advances this year in systems and knowledge management, including:

- The development of competency based training systems
- Further development of electronic record systems including systems capturing data about people we support and the staff data base, which includes all records of all staff training.

I'd also specially mention that we developed sub-committees to focus on the Basic Assurance areas. (Basic Assurances are the fundamental, non-negotiable elements of the services we provide, as they are experienced by the people who choose to use our services, and cover issues including people's rights, dignity, health, safety, protection, security and supportive relationships.) For example, we now have a rights committee with external volunteers who work with external consultants to undertake internal investigations into Marillac services as required.

This development reflects our commitment to not just keep improving our systems for learning what supports people want and our services to respond to this knowledge, but to also rigorously pursue outcomes-based measurement and independent scrutiny and validation of all our activities. It is a challenging agenda but we will keep pursuing it seriously so we fully earn people's trust.

ANNE BAVINGTON

We do set high standards for services, for reporting and for all the extra initiatives we pursue to improve. In the end, Marillac is only as good as the work each of you does with and for the people we support.

FROM BUSINESS MANAGER KRISTIAN DAUNCEY



Marillac's revenue grew in the 2009/10 financial year by \$492,214 to a total revenue amount of \$4,827,221. The organisation did, however, incur a deficit of \$(118,263) for the year, due largely to one-off unforeseen circumstances and events.

The balance sheet shows that we have a net asset position of \$558,605 which is a reduction of \$(118,263) over the prior year. Marillac as at 30 June 2010 had cash holdings of \$1,062,081. The above indicates that whilst the 2009/2010 financial year was a difficult year from a financial perspective, Marillac is still in a reasonably healthy financial position.

During the financial year, Marillac replaced two aging vehicles with two brand new KIA Grand Carnivals that had been modified to safely transport two wheelchairs, three passengers and a driver in each vehicle. The total investment in both vehicles amounted to \$140,035. It is envisaged that other ageing vehicles in the fleet will be replaced in future years as a motor vehicle replacement cycle is instituted. Marillac will be looking to philanthropic trusts for the funding to replace older or unsuitable vehicles. During 2009/2010 rainwater tanks were also installed at the Brighton houses at a cost of \$15,609. The cost of the tank installation is offset by grants from the Department of Human Services and water rebates.

We gratefully acknowledge the ongoing support of the Department of Human Services, Department of Families, Housing, Community Services and Indigenous Affairs, City of Casey and Catholic Education Commission of Victoria. These four organisations provided Marillac with 84% of annual funding and are therefore the financial lifeline to the organisation. It is through this variety of funding organisations that Marillac is able to deliver traditional services alongside some of the most innovative services in the sector today under the CQL quality framework.

Over the years, Marillac has endeavoured to operate within funding constraints by looking to expenditure savings to ensure that quality services are still deliverable. Savings through expenditure cutbacks are becoming harder to find. To ensure a quality service continues to be delivered both now and in future years, an efficiencies program through the use of technology will be undertaken in 2010/2011. To this end an investment in information technology will be made in 2010/2011.

In the current challenging financial climate, it is more important than ever that financial prudence be exercised. By being financially robust, Marillac will be in a position to pursue enterprises that align well with the wonderful values of Marillac.

We look forward to an exciting year ahead with good governance practices, financial restraint, an innovative mind set and dose of good humour.

The following is a summary of the financial position of Marillac at 30 June 2010. Full audited financial statements are available for inspection at 790 Glen Huntly Road, Caulfield South for anyone wishing to review them.

PROFIT AND LOSS REPORT	2010	2009
	\$	\$
Income		
Grants received	4,116,648	3,718,140
Client fees	323,151	279,181
Interest earned	112,499	63,877
Donations	20,542	19,175
Other income	254,381	154,635
	4,827,221	4,335,008
Expenses		
Employee expenses	3,099,603	2,843,459
Agency expenses	1,033,693	815,778
Housing expenses	357,134	335,958
Depreciation	85,338	84,980
Other expenses	369,716	288,729
	4,945,484	4,368,904
Surplus/(Deficit)	-118,263	-33,896
BALANCE SHEET	2010	2009
	\$	\$
Current Assets		
Cash and cash equivalents	1,062,081	1,354,240
Trade and other receivables	110,235	88,679
Other current assets	27,660	32,428
	1,199,976	1,475,347
Non-current Assets		
Property, plant and equipment	383,689	222,935
Total Assets	1,583,665	1,698,282
Current Liabilities		
Trade and other payables	699,806	767,172
Short term provisions	162,401	145,830
	862,207	913,002
Non-current Liabilities		
Other long term provisions	162,853	108,414
Total Liabilities	1,025,060	1,021,416
Net Assets	862,207	676,866
EQUITY		
Reserves	614,791	614,791
Retained earnings	-56,186	62,077
TOTAL EQUITY	558,605	676,868

MEET THE DIRECTORS

Gerard Dempsey (joined Board 2003) is a Chartered Accountant with experience in corporate, financial and management accounting. His background includes involvement with Board Audit Committees and corporate governance issues. He has been Chairman of Marillac House Ltd since 2006.

Sr Margaret Armstrong (joined Board 2007) is the Daughters of Charity delegate on the Board. Sr Margaret is a trained nurse who has over 40 years' experience in health, disability and housing services with the Daughters of Charity. She was first connected with the Marillac House community in 1951.

Mary Clancy (joined Board 2008) is a trained teacher with 36 years experience as an infants and special teacher, including nine years as principal in a special school. Mary has been a member of the Pastoral Care Team at Cabrini for Health for 12 years, and volunteers at "Wellsprings for Women", a Dandenong centre supporting migrant, refugee and isolated women.

Rhonda Fitch (joined Board 2005) has been a registered psychologist since 1980, working initially in schools as an educational psychologist, and later in general private practice. Now retired from practice, Rhonda also volunteers at the Victorian Women's Trust.

Greg Grant (joined Board 2009) has sixteen years of varied work experience, and has been successfully self-employed for the past six years. A trained horticulturalist, he is also involved in sporting and theatre activities in the community. Greg has cerebral palsy and brings the Board valuable personal knowledge and perspectives on the disability sector and access to services for people with a disability.

Julie King (joined Board 1998) holds qualifications in general nursing (RN), midwifery (RM) and community and maternal and child health, including a Diploma of Nursing Education and a Bachelor of Applied Science (Community Health). She currently teaches Child Studies in TAFE.

Sally Moore (joined Board 2010) recently retired from a 32-year career in nursing, working in acute clinical settings and in research and education about allergies and immune disorders. Sally has a long connection to Marillac, as her husband Francis was our Chairman for 15 years until he retired in 2007. They have five children, all living at home.

Damien Walsh (joined Board 2004) is a Certified Practising Accountant, holds an MBA and is a member of the Australian Institute of Company Directors (AICD). Damien's experience is in the finance sector, predominantly credit unions (with areas of responsibility including Finance, Administration, Human Resources, Information Technology and Company Secretary). He is a member of the Finance Sub-Committee

Johanna Snelleman attends all Board meetings in her capacity as Chief Executive Officer of Marillac House Limited. Appointed in October 2000, Johanna came to the position of CEO with professional qualifications and considerable experience in the disability sector, both in Australia and overseas.

