



2010/2011



MARILLAC ANNUAL REPORT

Sharing and growing

To find out more about Marillac, please check our website www.marillac.com.au

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KELLI MILNE DESIGN

FROM CHAIRMAN GERARD DEMPSEY

I am pleased to report on the 2010/2011 year on behalf of Marillac Directors.

Our theme for this annual report is 'sharing and growing'. As Marillac Directors we continue to hold growth as a key goal for the organisation, seeing it as vital to Marillac's sustainability and our capacity to keep improving our services to people with a disability. And, as you will see in the reports from our managers, we believe our success in sharing and building relationships with other organisations – and with people we support and their families – contributes significantly to our growth and strength.

In Marillac, we aim to live out the spirit of St Louise each day, giving people respect and support to live the lives they wish to live. For the Marillac Board, it is a responsibility we face with prayerful optimism. We approach our governance of Marillac's management team and staff, our oversight of Board sub-committees and our deliberations mindful of the diligence and loving care St Louise modeled in her work.

An important element of our work as a Board this year has been ensuring our own capability continues to grow, through careful assessment of our strengths and opportunities for improvement, and targeted development of our skills.

We have also added to our capacity through welcoming new Director Tim Mulvany. Tim's substantial legal experience and especially his commitment to the rights and wellbeing of children are significant additions to our Board.

Our relationship with the Daughters of Charity as Trustees continues to be fundamental to Marillac's strength. The Board and I wish to thank them, especially Sr Pauline, for their role in a partnership that has again brought great benefit to Marillac and the people we support.

Marillac's longstanding and close relationship with the Daughters of Charity was also highlighted this year by the visit to Australia of Sr Eveline Franc, Superioress Generale of the order, who visited from Paris with Sr Kathleen Appeler and saw many of our services first hand. We also welcomed a visit from Sr Margaret Porter, who works in Sydney with the Daughters of Charity Health System.

The Board acknowledges the excellent work done by the management and staff at Marillac to improve the financial viability of the organisation, through both careful monitoring of how we provide efficient and effective care to the people we support and how we spend money. It is another indication of how seriously we all take our stewardship responsibilities. I am pleased to note the financial report illustrates Marillac's continuing strength as a not-for-profit provider and an organisation that will remain viable to deliver on our commitments to partner organisations and people we support.

On behalf of the Board I again thank Johanna, Anne, Kristian and everyone who has worked as part of the Marillac team this year. They continue to meet the challenges and standards they are set with creativity and commitment.

I thank all our Board members for their commitment and diligence throughout the year. I want to acknowledge long standing Board member Damien Walsh who resigned in August to pursue new career challenges. We thank him sincerely for his many years of service to Marillac.

Finally, thanks as always to the Daughters of Charity, and especially Sr Margaret Armstrong as the Daughters' representative on the Board, for their support to me, the Board and the organisation. It is invaluable, in so many ways.

GERARD DEMPSEY

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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In Marillac, we aim to live out the spirit of St Louise each day, giving people respect and support to live the lives they wish to live.

FROM CHIEF EXECUTIVE JOHANNA SNELLEMAN



The 2010/11 year has again been a year of growth, change and learning for Marillac. The theme of this report, 'sharing and growing', reflects how much of our development and growth is coming from the relationships we build. I would like to highlight these relationships and celebrate the contributions made by people we support, other agencies, local government, DHS and generous donors to our work this year.

The 2010/11 year has again been a year of growth, change and learning for Marillac. The theme of this report, "sharing and growing", reflects how much of our development and growth is coming from the relationships we build. I would like to highlight these relationships and celebrate the contributions made by people we support, other agencies, local government, DHS and generous donors to our work this year.

One of our co-ordinators recently told me a story about great advances made by a person Marillac supports through our Adult Individual Support area. He then added that 'we should always remember we are working with people, not figures, numbers or disabilities... no matter how much we might think we know a person, that person will always surprise you'.

When we prepare a report like this, summarising our operations during a financial year, it can be easy to get caught up in statistics and performance. I am proud that everyone in the Marillac team, as well as our Directors, can stay focused first and foremost on individual people, their goals, passions, disappointments and joys.

We have made a point in this report of including a number of personal stories. While protecting the privacy of individuals, it is important for all of us and for everyone reading this report to hear from and about individuals and remember that their unique stories are what Marillac is all about.

Marillac's highlights for the 2010/11 year included:

- + Forming a partnership with the City of Casey to improve the availability of quality respite care for young people with disabilities in Casey – through this partnership, families can register their need for support with the City of Casey and Marillac uses its experience and trained staff to provide respite options to suit a variety of needs
- + Continuing our work in partnership with Northern Support Services on funding applications to further the availability of Neighbourhood Connections (KeyRing) networks as an option for Victorians with disabilities
- + Contributing to the Respite Care Strategic Plan developed by DHS
- + Working in collaboration with Yooralla, Jewishcare, EW Tipping and Inclusion Melbourne on the 'Whole of Person' project, looking at ways some of the people we support can spend their daytime hours flexibly and creatively
- + Making a submission to the Victorian Law Reform Commission for their review of the Guardianship and Administration Act
- + Working with KPMG (especially Rowena Craze and Matthew Soo) to understand the risks that could face Marillac and develop a Risk Plan that ensures our ability to operate and provide support at full capacity
- + Completing the final phase of Quality Measures 2005 in February 2011 – our work with CQL for accreditation, to make sure our services and outcomes for people we support are rigorously measured and independently reviewed, continues to be a high priority

Personal stories

'J' went with his respite worker to Mill Valley Ranch for a week, where they both passed their practical and theoretical tests for first level of horsemanship certificates. 'J' also won prize as Top Cowboy out of the 176 campers, but the best thing – for 'J' and his mum, who went to pick him up and watch his horse riding display at the end of the camp – was how much fun he had with other campers and how accepted he felt in all the group's activities.

- + Focusing on our best organisational response to the introduction of the Fair Work Act 2009, making sure our valuable team members get their rights and entitlements while ensuring our organisation always operates to strict operating and budgetary guidelines
- + Undertaking major reviews of our rostering systems for all services and making changes that ensure better coverage, work well for co-ordinators, staff and people we support and are financially responsible (these changes resulted in an operating surplus for the year).

It is self-evident that the quality of our services relies on the quality of people working in Marillac. We set high standards and promote innovation and improvement, which all adds to the challenge for members of our team but, we hope, also adds to their satisfaction and pride.

This year we continued our annual employee surveys, and found that our employees are generally positive about working in Marillac (believing it contributes positively in the community and provides a fun and supportive working environment that supports diversity, offers flexibility and gives them roles they understand and are appropriate to their skills) but also want us to focus on things including salaries and opportunities for skill development and career enhancement. We have been addressing these staff priorities, particularly the need for greater training and development, during the year under review.

The findings of the CQL review in early 2011 also gave us both encouragement and guidance on areas for further work. Of the 21 areas they assessed under the heading 'responsive services', they found nine were showing effective results (all relating to our focus on people we support and accountability for performance), eight showed notable progress and four were rated as having promising plans. These areas, where more progress is needed, related to employee feedback, analysis of community involvement and integrating quality management activities.

CQL also reviewed eight areas under the heading 'community life' and found notable progress in six (mainly related to community life initiatives, such as Neighbourhood Connections, options for people using day services and relationships with other organisations promoting quality of life) and promising plans in two (both related to data gathering and analysis about community life measures).

I would like to thank the external organisations with whom we have formed and maintained excellent partnerships this year. You help us meet the needs of more people, in better ways, than we would be able to without you. You also show me and all our team ways to learn and improve.

My personal thanks go to Anne and Kristian for their tireless leadership and their support. I also thank our co-ordinators across all our services. Attracting and keeping skilled, committed people in leadership roles remains one of the biggest challenges for our sector and we know we are blessed to have you guiding and encouraging our team. Thanks to everyone who worked across Marillac during the year in different capacities – we do appreciate very much your contributions.

The Board has again provided me and the team with wonderful support and guidance, and I thank Gerard and all the Directors for sharing their experience and expertise.

JOHANNA SNELLEMAN

"we should always remember we are working with people, not figures, numbers or disabilities... no matter how much we might think we know a person, that person will always surprise you".

FROM SERVICES MANAGER ANNE BAVINGTON



The highlights this year from the Services area include improvements in the support we have been able to give people, improvements in staff skills and improvements in planning and administration.

Key areas for improvement for people we support included:

- + Finding new ways to support people to enjoy the best possible health – we have addressed processes for regular health checks and encouragement to people we support and their families to consider more regular health reviews, and have seen an increase in people seeking to improve their health, including by learning about preventative health tests they can take regularly
- + Encouraging people to pursue and achieve success in fields of special interest to them, including in the arts, recreation activities and open employment (some individual stories are included in this report)
- + Involving people we support in this year's review by the Centre on Quality and Leadership (CQL). Our CQL reviews and accreditation are such a strong focus for Marillac's management and staff, and they are so clearly aimed at giving people we support as much respect and authority as possible in our organisation, it is very important to have individuals and families participating. In this review, people we support and their families took part in focus groups talking about Responsive Services and Community Life (the final components for Quality Measures 2005) and attended information and findings sessions at the end of the review process.

For Marillac's staff, the strongest emphasis was on training, focused especially on behavior support so everyone in the Marillac team has the skills and knowledge to provide appropriate support, respecting people's rights and protecting people's safety and wellbeing. This included training presentations led by:

- + Mat Bell from DHS' Behaviour Support Team
- + Teena Caithness, Senior Clinician at the Communication Resource Centre
- + Daryl Lang, Manager Support Partnerships and Service Developments at the Office of the Senior Practitioner
- + Mark Barber, an experienced consultant in profound intellectual disability.

We also began regular training in PART (Predict, Assess and Respond to Aggressive/Challenging Behaviours), and have scheduled to continue this training twice-yearly.

People and organisations contributed hugely to our services this year through their generous donations. As a not-for-profit organisation, we put all this money directly into services, so donations of any size can make a big difference.

The Helen MacPherson Smith Trust again gave us great support in extending opportunities for people to live in Neighbourhood Connections (KeyRing) networks. This year it included a gift of \$75,000 to fund the appointment of a project worker to pursue partnerships with the housing sector and set up KeyRing as an option across Victoria.

Personal stories

Denise van der Veer heard about Marillac Casey Kidz Klub on ABC's 'Stateline' in 2009 and decided to raise money to help. In 2010 she ran her second scrapbooking day, getting local businesses and volunteers to help run the day and offer prizes, food and drinks. For the second year in a row, Denise's efforts raised more than \$1500 for Marillac Casey Kidz Klub to spend on extra resources and activities for young people in its after school and holiday programs.

We were delighted to be able to reach construction phase of the Marillac Sensory Garden, a private, beautiful and safe space for people we support to enjoy with their families. This would not have been possible without the generosity of the David Galt Trust (which gave \$35,000 towards this project), the Alice O'Brien Trust (\$30,000), the Collier Trust (\$10,000) and our neighbours at Brighton Toyota (\$1000) and Jefferson Ford (\$500).

Donations of \$15,420 from the St George Foundation and \$5,000 from the Freemasons Charitable Trust enabled Marillac Casey Kidz Klub to acquire a vehicle large and well-equipped enough to take many more young people to activities of interest after school and during the holidays.

Marillac Casey Kidz Klub was also able to buy equipment and supplies to deliver better options for young people in our after school and holiday support program thanks to donations from Red Gem Growers, Kooweerup Masonic Lodge, Amstel Golf Club, Barbara Herbert, Krispy Kreme Australia and the Warren Opportunity Shop, as well as \$1,512 raised by Denise van der Veer through her second scrapbooking day.

We were also grateful to receive donations from the Trustees for Mary T Wilson (\$1,372.87), Leo Halpin Trust (\$2,909.80) and Thomas Crennan Estate (\$299.40) as well as from a number of other private individuals.

Mr Quin Scalzo, from Scalzo Food Industries, generously donated ten refurbished computers to save us money in running our services. We also received in-kind support from students at Kostka Hall and their families, and thank everyone at the school for this longstanding relationship.

We share and grow with all these generous partners, and with what we continue to learn from the people we support and their families.

I especially thank all the people who worked in all our services during the year. We expect a lot of you, in your support delivery and in all the extra training, reporting, accreditation and improvement initiatives we undertake. We hope being part of an organisation that has these standards makes your work more enjoyable and satisfying.

We look forward to continuing all these fruitful partnerships in the future.

ANNE BAVINGTON

We share and grow with all these generous partners, and with what we continue to learn from the people we support and their families.

FROM BUSINESS MANAGER KRISTIAN DAUNCEY



A major priority for Marillac in 2010/2011 was to consolidated internal systems to ensure a solid platform for future growth.

As a major part of the consolidation, we upgraded and rolled out The Care Manager (TCM) version 7 to all services areas. TCM is predominantly a rostering software program. Over the course of the year, we entered rosters into TCM and recorded staff availability, undertook a major staff training program, upgraded computers where required, customised the software and completed testing.

The benefit of using TCM is we now have the ability to better match staff availability and skills with the requirements of people we support, enabling us to provide a higher quality service. TCM will also improve service delivery reporting to funders and internal stakeholders. Several questionnaires were developed for regular use by staff in recording significant events and improving ongoing reporting in the organisation.

We expect to utilise and roll out more TCM functionality over 2011/12 to include monitoring of funding, efficient rostering and harmonisation with the payroll software program.

Marillac has expanded on fundraising to philanthropic trusts and has been largely successful to date. The sensory garden project which will commence in 2011/2012 would not have been possible if not for the generous giving of donors. To date, over \$79,000 has been raised for this important project.

In 2010/2011, Marillac invested \$188,126 in the purchases of capital items. Included in this amount was the purchase and subsequent conversion of a KIA Carnival now located at the Brighton Houses

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. It is through the predominant support of these four key organisations that Marillac is able to deliver such important services.

Marillac continues to hold a strong balance sheet with net assets of \$566,552. Following a range of ongoing longer term measures, we achieved a small but significant surplus of \$7,947, which is a much better result than the 2009/2010 deficit of \$(118,263).

As the financial climate continues to present challenges, Marillac will ensure that the utmost financial prudence is exercised. In the year ahead, we hope Marillac will be able to continue building on the change in financial result thus giving the Board and management more opportunity to deliver the wonderful services expected by service users.

The following is a summary of the financial position of Marillac at 30 June 2011. Full audited financial statements are available for inspection at 790 Glen Huntly Road, Caulfield South for anyone wishing to review them.

KRISTIAN DAUNCEY

PROFIT AND LOSS REPORT	2011	2010	BALANCE SHEET	2011	2010
INCOME			CURRENT ASSETS		
Grants received	4,799,069	4,460,341	Cash and cash equivalents	1,187,083	1,062,081
Rent	16,782	13,379	Trade and other receivables	60,804	110,235
Interest received	30,471	112,499	Other current assets	51,028	27,660
Other income	135,930	241,002		1,298,915	1,199,976
	4,982,252	4,827,221	NON-CURRENT ASSETS		
EXPENSES			Property, plant and equipment	475,293	383,689
Employee benefits expense	3,475,973	3,158,123	TOTAL ASSETS	1,774,208	1,583,665
Depreciation	96,522	85,338	CURRENT LIABILITIES		
Outsourcing expenses	772,132	1,172,199	Trade and other payables	333,725	336,798
Rent expenses	6,666	7,798	Short term provisions	364,370	162,401
Repairs and maintenance expenses	61,857	66,377	Other current liabilities	453,457	363,008
House and administration expenses	157,460	257,318		1,151,552	862,207
Other expenses	403,695	198,331	NON-CURRENT LIABILITIES		
	4,974,305	4,945,484	Other long term provisions	56,104	162,853
SURPLUS/(DEFICIT)	7,947	-118,263	TOTAL LIABILITIES	1,207,656	1,025,060
			NET ASSETS	566,552	558,605
			EQUITY		
			Reserves	614,791	614,791
			Retained earnings	-48,239	-56,186
			TOTAL EQUITY	566,552	558,605

Personal stories

'M', a uniquely talented artist, held two major exhibitions this year. She worked for many months on small and larger pieces to be ready for these two shows, creating works at home and at her St Kilda studio. Both exhibitions were extremely successful with many of 'M's works being sold.

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.

Member of Board Sub-committees: Finance and Audit, Ethics, Governance.

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.

Member of Board Sub-committees: Finance and Audit, Ethics, Mission.

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.

Member of Board Sub-committees: Governance, Program and Quality, Mission.

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.

Member of Board Sub-committees: Program and Quality, Governance.

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.

Member of Board Sub-committees: Program and Quality (Convenor).

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.

Member of Board Sub-committees: Program and Quality, Mission.

TIM MULVANY

(joined Board 2011) has more than 38 years' experience as a practicing solicitor and has his own boutique legal firm in Melbourne. Tim has considerable experience representing children in the Family Court and was named Victorian Children's Lawyer of the Year for Outstanding Representation of Children in 2002. Tim is also President of the Board of the Children's Protection Society of Victoria and has been a member and chair of the Law Institute's Children and Youth Issues sub-committee.

DAMIEN WALSH

(joined Board 2004, resigned 2011) is a Certified Practicing Accountant, holds a Business Degree and is currently undertaking a Masters in Business Administration. 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).

Member of Board Sub-committees: Finance and Audit (Convenor).

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.



People living in one of Marillac's Neighbourhood Connections networks got talking about how they enjoyed working in their gardens. This conversation led to the group deciding to get together socially to work together, chip barking and weeding each person's home in turn. Now the group is thinking about how they can expand this activity into the community to help friends, relatives and neighbours.