
United DisAbility Care

2021
ANNUAL
REPORT



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Chairperson Report

ROGER EMMERSON

The last twelve months have been a challenging period for United Disability Care, our staff and clients. Providing service in the disability sphere is never easy. Over the last year we have faced the additional obstacle of once in a lifetime pandemic which imposed significant restrictions on staffing, our operations and our movements across borders and even locally. I am pleased to report that despite these burdens our business continued to operate effectively and efficiently.

The company has remained financially stable, profitable and has continued to provide a high level of care to all those whom have entrusted their wellbeing to us. I am very pleased to state that work on improving our operations, fiscal position, growth opportunities and operations has continued despite the difficulties of the period.

I wish to acknowledge the hard work and commitment of all our staff during these unusual and challenging times. Many have gone above and beyond to maintain our service levels and a positive approach. To our people I say a sincere thank you for your efforts.

I also wish to pay tribute to our CEO Sylvia Capps for her dedication to the task of running this company through this last year. It has been a period of high pressure in an at times unstable environment. Sylvia, along with her management team have done us proud. In addition, the advice, dedication and business expertise of our Board and major shareholder have been invaluable.

Whilst the environment in which we operate is gradually improving, I have no doubt that a major part of these next twelve months will continue to be difficult and unpredictable. I am confident of success during this period given the team at United Disability Care

Roger Emmerson
Chair



Chief Executive Officer Report

SYLVIA CAPPS

Another year under our belt and once again I am honoured in my role of CEO to deliver the Annual Report on behalf of our UDC family.

We had high hopes for 2021 off the back of 2020 and all of its challenges. ***But while 2020 made us stronger, 2021 made us resilient.***

Covid threw everything at us; we faced the ongoing challenges of constant border closures, lock downs, visitor restrictions and the increased cost and use of PPE. It became a running joke amongst our leadership team that on Friday at 4pm there would be a new announcement or a new restriction just in time to quash all our weekend hopes.

But despite the ongoing challenges of COVID, we entered 2021 with determined focus on our company goals of growth. The reality however was that we were forced into a year of consolidation and maintenance. We took our outward focus and recentered that within, taking care of our UDC family and the sustainability of our services. On reflection, it was not COVID itself that caused the greatest challenge in 2021, it was the workforce shortages that our entire industry was facing.

On the 11th May 2021 the honourable Minister Reynolds went on record to state the following:

"Given the success of the NDIS, we'll need around 83,000 new workers by 2024 in addition to the further 57,000 workers required in aged care," Minister Reynolds said. "This would take the total disability workforce to almost 353,000 people." Reference

In April 2021 ABC news published a piece where advocates stated the industry is currently short by 120,000 workers. And that this was largely due to good workers leaving the NDIS workforce due to no job stability and entering more stable work forces of childcare and aged care. Reference

Whatever way you swing it, whether it is due to the success of the NDIS, limited job security, or covid, the elephant in the room is still there; The disability sector needs more staff and UDC is in the exact same boat. We have suffered with significant staff shortages in the past year and with that comes the knock-on effect of the current workforce risking burnout and fatigue.

So with a focus inward, we invested where we could in our teams. We launched our on-line UDC learning academy U-Learn, with 631 courses completed in the first 3 months. We rolled out our UDC assist app to make recording roster amendments easier for our team. We implemented the organisations first ever staff consultation committee to help us with a collaborative approach to making change in the business. We shared our, mission and our purpose in our Employment Purpose and Vision video, which was extremely well received.

But by far our biggest accomplishment was the integration of our newly formed ICARE company Values into our business. Knowing our values and always aiming to work in line with them has been a catalyst for a new and improved Company Culture. We have shifted our language, and we are creating foundations now, with both existing and new staff, that if it is not in line with our company values it does not belong in UDC. Our entire UDC family, has benefited from the saturation of our company Values into our business and will do for years to come. Being surrounded with likeminded people who share in the beliefs you do is a powerful thing and only good will come from such strong foundations.

As always, I am excited to see what the year ahead will bring and I look forward to sharing with the wins and the challenges alike. Until then be safe, be kind and be happy.

Sylvia Capps
CEO

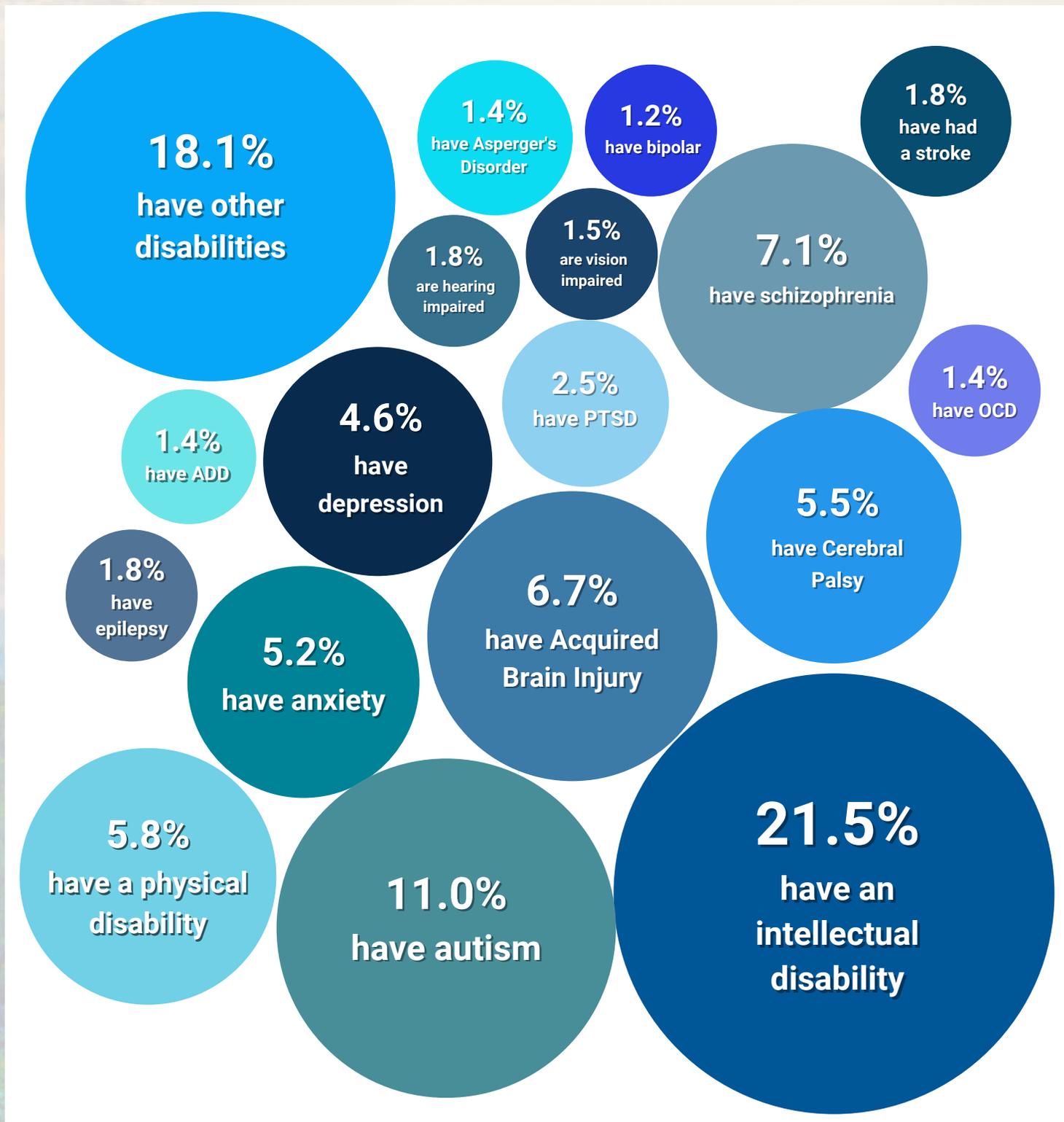


LOCATIONS OF THE PEOPLE

we support



ABOUT THE PEOPLE *we support*





BRIONY COLE

General Manager

People and Development



In June 2020 we were excitedly welcomed Briony Cole to join the Executive team as our GM People & Development. The intention of the new role was to support our strategic goal of being the employer of choice, by taking proactive steps to support our teams. Since Briony joined our UDC family, she has been instrumental in many business improvement projects already, with the support of her team and peers; for example:

The selection and implementation of our online learning management system U-learn. With a staffing group spanning across 3 states, we needed an accessible platform to support and encourage our teams into a journey of personal development. Our U-Learn systems hosts over 2,000 industry specific training courses, ranging from mandatory compliance-based training, to leadership modules, to medical ailments training. We have had a huge amount of support from our teams embracing the implementation of U-learn with almost all our staff having partaken in at least one training courses on this platform withing the first few months.

Other projects that were successfully delivered under the new leadership of our GM People and Development team included:

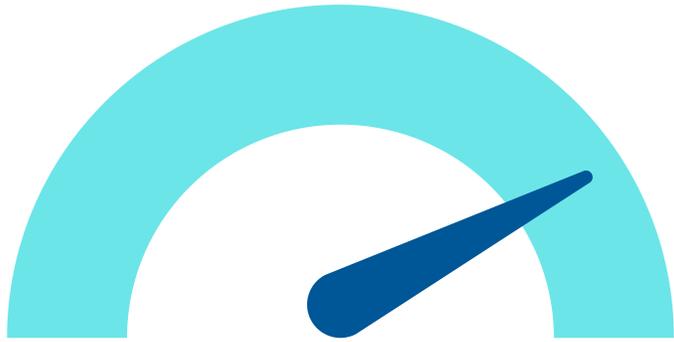
- Implementation of standardised KPIs cascading down across all levels from executives to support workers to ensure consistent and high-quality service delivery. - It seems so simple but when staff understand what is expected of them, they become more successful in their roles.

- Overhaul of our Annual Performance Review Process and templates including implementation of improved process. – Regular feedback is the backbone to a successful team and having a consistent approach and leaders who see value in this is process is priceless.
- Filming of our Employee Value Proposition (EPV) video which demonstrates why people are proud to work at UDC and what make UDC different. - This video link now features in all our recruitment ads to assist in attracting like-minded staff that want to join the UDC family.
- The targeted conversation for Casual to Part time employment for many of our valued support workers. - Casual contracts have reduced from 40% in 2020 to 30% at the end of 2021 offering more job security and predictability to both our staff and the people we support.
- Re-introduction of face-to-face inductions for all staff to ensure our new starters understand the UDC values, people, processes, and practices. – Hearing from our company leaders about the UDC standards, our purpose and our missions has led to a more confident and well-informed teams.

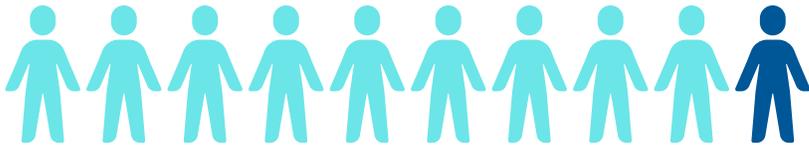
So while Briony has certainly hit the ground running, she is not finished yet. You will continue to see further projects due for implementation in 2022. Which will include but not be limited to; the review of all position descriptions to include UDC's values and KPIs, the introduction of a performance management framework and ultimately further progression towards becoming the employer of choice.

EMPLOYEE ENGAGEMENT Survey

2021



82% Feel supported and respected in their roles



9 in 10 see themselves working for UDC in 2 years' time

89%

Say their Manager is a great role model

89%

Are proud to work for UDC

87%

Recommend UDC as a great place to work



84% Think that quality & improvement is a priority for UDC



76% Say UDC communicates well with their employees

7 in 10 say they receive recognition from great work

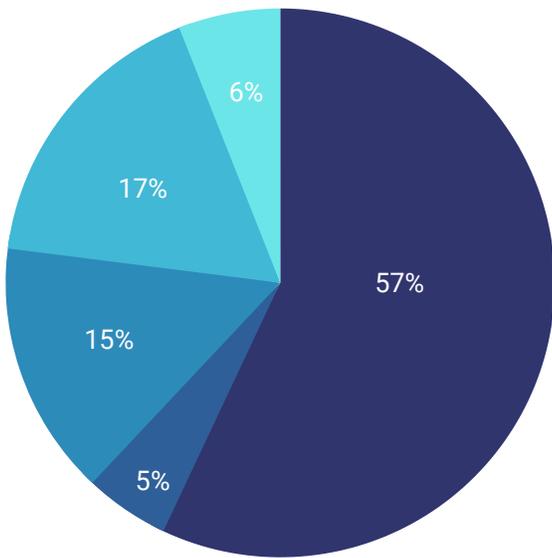


HUMAN RESOURCES

Workplace sustainability

STAFF RETENTION

Length of service



15+ years 11 - 14 years 6 - 10 years 3 - 5 years 0 - 2 years

Did you know?

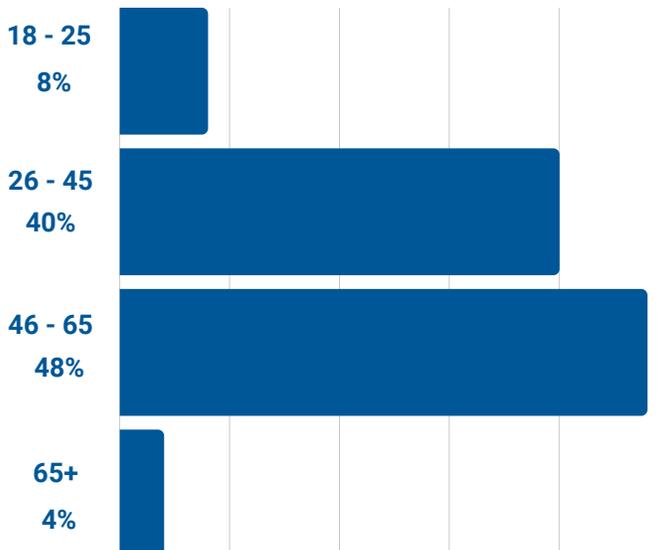
154 staff have worked for UDC for more than 10 years

48% of our new starters are located in Queensland

We offer 8 mandatory training courses for our support staff

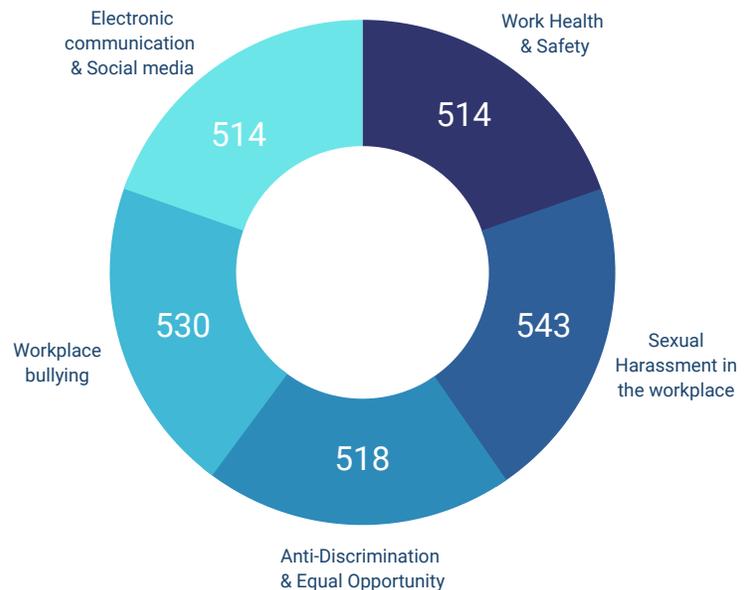
STAFF INSIGHTS

Age of Workers



STAFF TRAINING

Training courses completed





MEET *The Board*



Roger Emmerson
Chairman



Andrew Antonopoulos
Board Director



Sylvia Capps
Board Director & CEO

EXECUTIVE MANAGEMENT *Team*



Mark Forrester
General Manager
Service Delivery



Cheryl Craven
Quality & Safeguarding



Briony Cole
General Manager
People & Development



Nardarh Warren
Finance Manager



Nina Wittlings
Operations Manager



Waheed Gondal
Financial Controller

MANAGEMENT *Team*



Karen Orr
Area Manager
NSW North



Rachel McKindley-Willison
Area Manager
Gold Coast



Lyn Sheen
Area Manager
Individual Supports



Andrew Horeld
Area Manager
Gold Coast to Brisbane



Rose Ayscough
Service Delivery Coordinator
Hunter Valley, NSW



Rebecca Bannister
Mental Health Service Manager
QLD & NSW



Kylie Leybourne-Bonnet
Area Manager
Adelaide, SA



Mitchell Peterson
Service Delivery Coordinator
Coffs Harbour, NSW



Nicole Staff
Transition & Liaison Officer

2021

CLIENT AND FAMILY Feedback

83%

Say UDC supports the things they want to do

90%

Feel safe receiving support from UDC

80%

Say UDC helps them to plan for a happy life



84% Say UDC respects their rights



9 in 10 say UDC provides a safe and comfortable environment



84% Say UDC helps them feel included in the community



81% Feel comfortable making a complaint

8 in 10 say UDC helps them to exercise their rights at all times



89%

Are happy with the state of repair at their house

96%

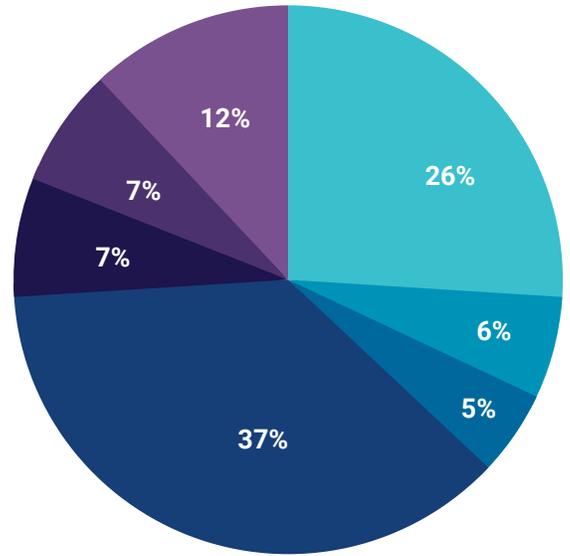
Are satisfied with the tenancy management at the home

96%

Want to continue living at their home and feel supported in there

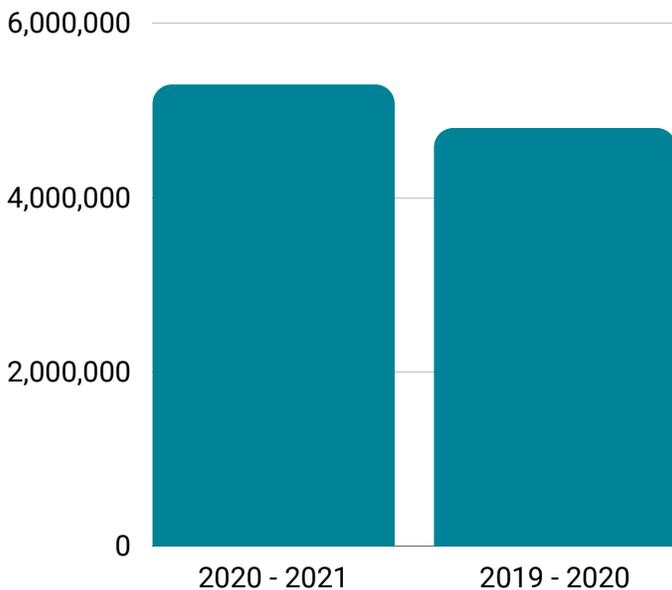
TENANCY SURVEY Results 2021

2020 - 2021 INTAKES
By service

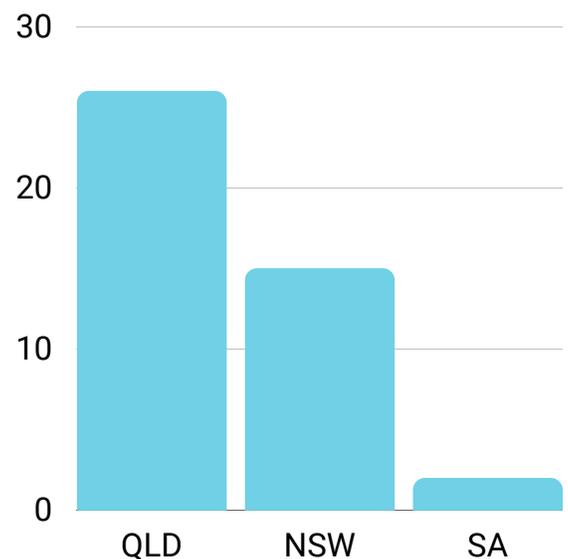


- Coordination of Support
- Plan management
- STA
- SIL
- Behaviour Support
- In home support
- Community access

INTAKE AMOUNTS
financial year comparison

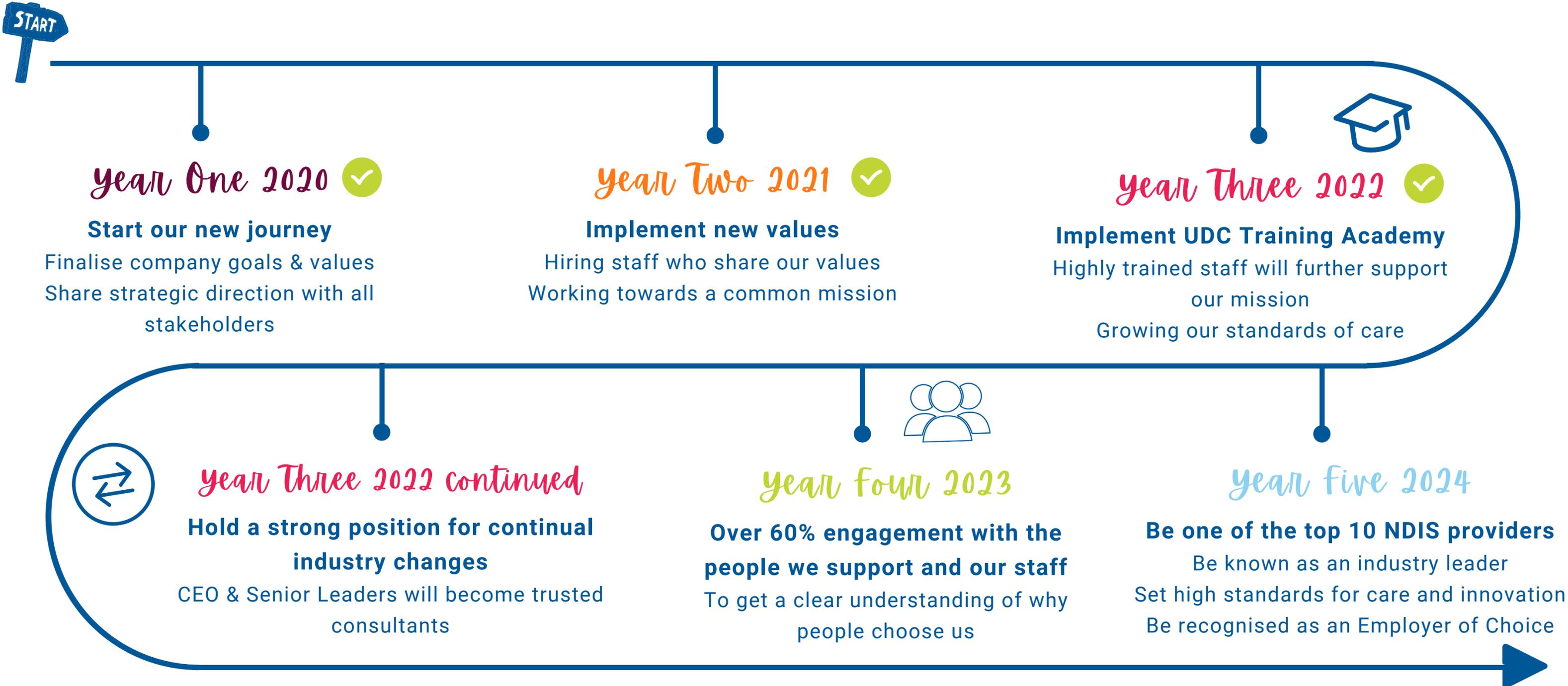


SILs BY STATE
2 additional SILs started in QLD



Strategic map 2021 - 2024

The Journey Continues



Key milestones of the journey



The future...

Our Vision

To positively impact the lives of people with disability one day at a time.

Our Mission

To provide a service that enables people with disability to love their lives and live their dreams.

Love your life and Live your dreams

Register your Dream



Pam Lever

Dreamed of meeting the Dolphins at Sea World, Gold Coast.. Accompanied by Support Worker Judy Goode (left), Pam enjoyed the adventure so much, she was all smiles. The dolphin face to face and the water guns on the pirate ship were the highlight of her trip.

David Smith

Dreamed of going on a bike ride again. We managed to get this massive trike for David to enjoy a trip around the Tambourine Mountains, Gold Coast on a picture-perfect day. He was so thrilled and kept saying "I can't believe this is happening". He was accompanied by Rosters Coordinator Venessa who is also a motorbike enthusiast.



Darren Symes

Dreamed of going to the Supercars at 'The Bend' track in Adelaide. His excitement leading up to the day was intense. He was accompanied by his wife and our Ambassador Alex for the day. They had great seats by the Pit straight. They were lucky to see some of the drivers in the pit area. It was the best day ever, and Darren had a giant smile on his face for the entire day!



Ricky Battaglone

Dreamed of seeing the huge Monster Truck show in Brisbane with his girlfriend. They had VIP passes, so they got fantastic seats and they were able to meet the drivers before the show and look at the trucks up close. Ricky talked about the event for days and enjoyed every minute of the wonderful day out.



Amy Fisher

Dreamed of going swimming with the dolphins. Sea World provided Amy with her own personal swimming experience and it was 'the best day of her life!' She enjoyed every minute of it.





Love your life and Live your dreams



Andrew Potter

Dreamed of going to the zoo. Andrew loves watching the animals on TV and wanted to have a cuddle of a Koala. With tickets to Currumbin Wildlife Sanctuary he was able to fulfil his dream. He had a young koala that took a shine to him and they had a wonderful interaction together. Later, Andrew got to feed the kangaroos in the park and also enjoyed looking at the other wildlife.

Paul Francis

Dreamed of a charter boat trip with few people. Area Manager Karen joined Paul on a Pontoon ride and it was perfect weather to be out on the water. He was rapt to be allowed to captain the boat for a time. They had a little picnic lunch aboard and he thoroughly enjoyed himself.



Peter May

Dreamed of an Xbox. Peter, had both his cat and his best friend pass away around the same time and he really wanted something to keep his mind busy while at home. He was so happy to be able to play his nice games, on his own Xbox set. When the Support Workers come to visit him he sometimes plays the games with them too.

John Gilholme

Dreamed of going snorkeling, but not in the open ocean. Sea World provided a safe snorkel experience and John was amazed that he wasn't even scared swimming with the reef sharks and other fish, as it was so peaceful under the water. It was so wonderful, and John would like to go many more times.

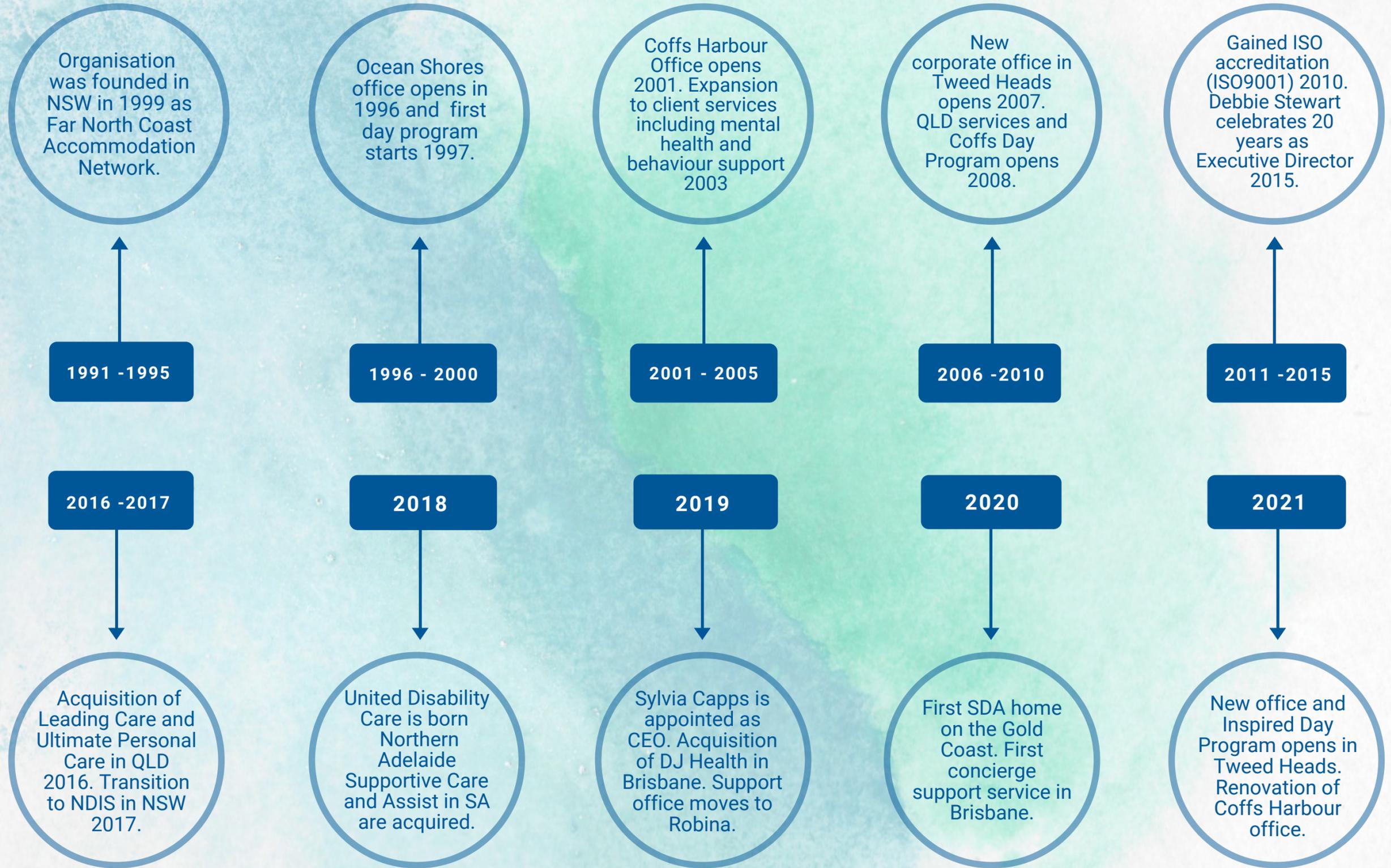




Celebrating 30 years

Starting from humble beginnings in Northern NSW, our organisation was founded in 1991. Originally called Accommodation Network, then later ACCnet21, our mission was to provide optimal housing solutions and independence for people living with a disability.

Since this time, we have undergone a number of changes and we have grown from a small family run business to a national non-for-profit organisation. In more recent times we changed our name to better reflect our current business model and in November 2018 United Disability Care Pty Ltd was born.



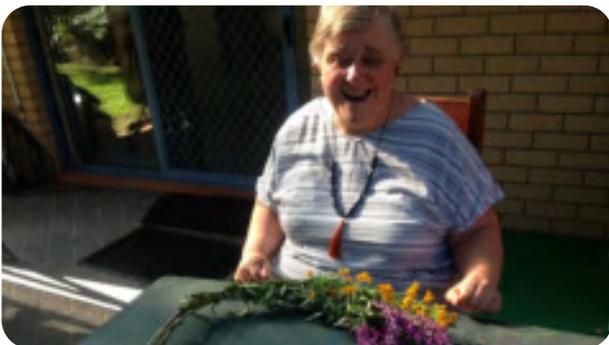
PAM LEVER

30 years with UDC



UDC has supported Pam Lever for 30 years with different services. Pam's journey with UDC began when she moved in to a group house on Tin Bin Way in Ocean Shores. Pam's mother had become ill, so she relocated from the family's home she shared with her parents and older sister Jo in Murwillumbah to live with other group house participants - Leo, Colin and Barry. Pam kept in contact with her sister, whom she still sees every couple of years and stays in touch with regular phone calls.

Pam is a lovely ray-of-sunshine who gets along with everyone she meets. While out on her morning walks in her local neighbourhood, Pam greets everyone she meets with a smile and loves to pat dogs along the way. Pam's favourite things include swimming in the pool and going to the beach to soak up some sun. She also enjoys movies, music, drawing, cooking and games, such as puzzles. The kind and caring person she is, Pam loves babies and enjoys the company of dogs, cats, and other animals. Along with the variety of activities, Pam appreciates outings with her friends and getting them to join in some of her favourite ventures.



After Pam's move to the group house in Ocean Shores, Pam and her housemate, Colin, worked at Wollumbin Garden Service; a Challenge Foundation Plant Nursery in Murwillumbah. Shortly after, Pam commenced at the Arcadia Day Program in Ocean Shores to fill her day with enjoyable activities. It was in the Arcadia Day Program, where Pam was able to meet some of her closest friends - some of whom have now sadly passed away. Soon after commencing in the Arcadia Day Program, Pam went on and moved in to UDC's Supported Independent Living home in the same area with some other people we support - Kandy and Renee. Pam thoroughly enjoyed the company of her housemates and regularly suggested joint outings and activities.

Pam, Kandy and Renee got along well and enjoyed each other's company so much that they went on some great holidays together. A little while back, the three ladies had an amazing holiday in Cairns, which Pam was especially excited about as it involved getting on a plane! Pam has an active social life, and she even attended a disability conference a few years ago where she met a man called Ian who she now calls her boyfriend. Pam and Ian stay in touch with regular phone calls and by sending post cards to each other. Pam continues to live in UDC's SIL home in Ocean Shores and enjoys occasional holidays with Ian.



JOHN WILSON

30 years of making a difference



30 years ago, I was looking for a new direction.

I attended a training course on how to work with people with disabilities. But, it wasn't until I did the hands-on work – and it was full on, confronting, challenging, needed the skills of a juggler and a creative problem solver – that I knew, I had found my new direction.

The main thing that struck me was, the importance of inclusiveness. My very first shift was on a hot summer's afternoon in 1991.

I picked up the participant, a nonverbal young man from the support unit of Murwillumbah High School. First thing I did, was to give him back his wallet! He promptly took me through every shop in town. All afternoon he tried on clothes, shoes and everything else that wasn't tied down.

When I explained that he didn't have enough money for the things he wanted, he just moved us on to the next shop. At times he spontaneously yelled as we walked along.

Eventually he led us out of town, until we came to a property with a barbed wire fence. Beyond the fence was nothing but kilometres of farmland. As he began to climb over, I finally said, "Stop. We can't go in there. Let's go back, have a drink, then I'll take you home."

He simply turned around and we walked back to town. Our relationship changed from that moment. Thanks to my first participant, I learnt an important lesson – managing boundaries. That afternoon I lay exhausted, crumpled up on my bed. But the next day, I was ready for what ever may come.

Since that time, I've worked with many different types of participants in many different types of situations.

I've also held a wide variety of roles including:

Support Worker, Team Leader, Program Officer, Case Worker, Training Officer, Team Co-coordinator and now full circle, Support Worker once again.

Every role has had challenges. Along the way, I've met wonderful people and made lasting friendships.

Over the years with Accommodation Network/ACCnet and UDC, I've noticed that staff at all levels, display remarkably broad skill sets. These include: resourcefulness, creative thinking, people skills, generosity, kindness, patience, the ability to think outside the box, to work autonomously and within a team, adaptability, acceptance, sustained commitment and effort, the capacity to self-care and vitally, a sense of humour.

I feel touched by how much support staff give to participants, especially those participants with great challenges. One example is, a participant who suffers from depression, can be verbally abusive and have bouts of self-injurious behaviour.

Even though staff are challenged personally and professionally, they spend extra time to reassure him when he is going through a difficult period. They go to great lengths to do whatever they can to make his life better. The genuine affection and high level of care, is always provided in a professional, respectful and compassionate manner.

After 30 years, one thing that's very clear to me, is that people with disabilities are valued members of our community. And they are because of the families and Support Worker teams behind them.

Disability Support staff demonstrate visibly to the community, how to accept, interact and involve inclusively, people with disabilities. ***Disability Support Work makes a real difference in people's lives.***



OUR VALUES *How our values are utilised daily*



<p>INTEGRITY</p> <p>I operate with integrity </p>	<p>COLLABORATIVE</p> <p>I am collaborative </p>	<p>ADAPTABLE</p> <p>I am open and adaptable </p>	<p>RESPECT</p> <p>I show respect </p>	<p>EMPATHY</p> <p>I practice empathy </p>
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Integrity

I use my moral beliefs to ensure that I have the best interests of the person in mind in everything I do.

I'm transparent by having open honest communications with families, staff and people we support in all setting and conversations.

I follow through and gain trust.



Collaboration

I work together with my team mates to contribute to common goals and more importantly the outcomes for the people we support.

I encourage joint decision making with families, people we support and staff.

I coach and mentor peers to provide a collaborative approach.



Adaptability

I am able to evolve daily by accepting and working within the constant changes within the NDIS environment.

I am flexible and adjust to new conditions even if they may be challenging and support people through that change together.



Respect

I respect everyone irrespective of their position, ethnicity or cultural backgrounds.

I have regard to other people's feelings, rights and wishes and allow them to express their feelings without judgement.



Empathy

I can place myself in the shoes of the people we support and share their feelings.

I am open-minded and actively listen to others.

2021 Overview

Dreams that came true for the people we support through the *Love your life and Live your dreams* campaign

9

Another concierge service started in *Brisbane* and enabled **10** people to live independently

5% Decrease in property maintenance spending achieved by working with preferred suppliers


Total number of SIL homes grew to **43**

Installed Smart Meters on a majority of UDC properties 



Fleet management was streamlined by replacing aging fleet  with new vehicles

Extension of the Robina support office to accommodate staff growth

FNC office moved to  Tweed Heads

Capital improvements to UDC's properties with further improvements planned for future

84% of the people we support felt we helped them feel included and a part of the community

198 fundraising t-shirts sold 

New Day Program started in Tweed Heads and Coffs Harbour office was fully renovated 

The annual Service Leader conference connected staff from all areas 

3 State Ambassadors joined the team

FINANCIAL REPORTING

For the year ended 30 June 2021

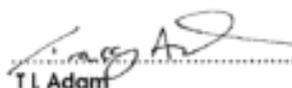
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Auditor's Independence Declaration under section 60-40 of the Charities and Not-for-profits Commission Act 2012 to the Responsible Persons of United Disability Care Pty Ltd

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2021, there have been:

- (i) no contraventions of the auditor independence requirements as set out in section 60-40 of the Australian Charities and Not-for-profits Commission Act 2012 in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

1.11.2021
Dated
SOUTHPORT



T L Adam

Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2021

	Note	2020	2021
		\$	\$
Revenue	4	44,032,815	40,666,531
Interest income		1,277	16,569
Dividend income		-	359,126
Employee benefits expense		(29,944,808)	(27,382,689)
Depreciation and amortisation expense		(542,346)	(347,406)
Motor vehicle expense		(122,164)	(146,368)
Client service expense		(480,769)	(665,219)
Service house expense		(599,936)	(415,674)
Impairment - goodwill		(4,341,668)	(2,879,383)
Finance expense		(2,208,201)	(1,171,875)
Other operating expenses	5	(7,340,181)	(6,722,382)
Profit before income tax		(1,545,967)	(1,311,228)
Income tax expense	2(c)	-	(69,973)
Profit from continuing operations		(1,545,967)	(1,241,255)
Profit for the year		(1,545,967)	(1,241,255)
Other comprehensive income, net of income tax			
Total comprehensive income for the year		(1,545,967)	(1,241,255)



United DisAbility Care

CORPORATE OFFICE:

Level 5, 35 Robina Town Centre Drive
Robina QLD 4226

NEW SOUTH WALES OFFICE:

3-17 Rivendell Dr, Tweed Heads South
NSW 2486

COFFS HARBOUR OFFICE:

4 Gerard Drive, Coffs Harbour
NSW 2450

SOUTH AUSTRALIA OFFICE:

47 Adelaide Road, Gawler
SA 5118

 1300 454 850

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