



**Cootharinga**  
North Queensland  
**Ability First!**

# ANNUAL REPORT 2019



Respecting the rights and individual choice of people we support, while promoting growth and enhancing independence

**“Building a better world with people of all abilities!”**



# Our Strategic Direction 2016-2019

## Our Customers are

Anyone who is having difficulty living the life they want because of an impairment, temporary or permanent; or due to ageing

## Our Purpose

Tailoring solutions to assist people live the life they want

## Our Four Pillars

### Our Overarching Values

Valuing All Abilities  
Innovation & Creativity  
Integrity  
Courage  
Strong Partnerships



### Our Underpinning Business Drivers - we are:

**Innovative**  
*first or early to market*

**Flexible**  
*making it easy*

**Proactive**  
*prepare, anticipate & forecast*

**Customer-Focused**  
*it's not about us*

**Professional**  
*setting the bar high*

**Adding Value**  
*going beyond*

## Our Vision

"Building a better world with people of all abilities!"



## Support and Services

- 1.1 Tailor solutions based on customer choices and goals to deliver exceptional customer experiences
- 1.2 Invest in our staff to ensure we have the best people with the best skills to deliver the best service
- 1.3 Be recognised as the market leader and provider of choice for the support and services we deliver
- 1.4 Expand our services and supports to new sectors, geographies and to an e-marketplace with advanced point-of-sale capabilities



## Empowerment

- 3.1 Maximise customers' capability and opportunities to exercise choice and control in their life
- 3.2 Refine and expand the Customer Connect model to support customers to achieve the form of support management they aspire to
- 3.3 Engage customers in co-design and co-production of our service offerings
- 3.4 Mobilise Community Investors (volunteers, sponsors, donors) to enhance value for our customers



## Equipment Solutions

- 2.1 Maintain excellence in customised mobility and equipment solutions
- 2.2 Expand into a broader range of equipment and technology solutions
- 2.3 Improve the day-to-day reach of our support



## Accessible Housing

- 4.1 Work with partners to expand the stock of quality accessible housing in North Queensland
- 4.2 Ensure all our owned residential housing embraces the Liveable Housing Design Guidelines – aspire to Platinum level, with a minimum of Silver level standard
- 4.3 Excellence in tenancy support – for tenants where we are their landlord; and for other customers in dealings with their landlords
- 4.4 Our role as landlord and property manager is separate to other support and service delivery



**Mr Rob Grant**  
PRESIDENT



**Mr Colin Harkness**  
VICE PRESIDENT



**Mr Ian Featherstone**  
TREASURER



**Mr Kevin Byrne**



**Mr David Pierce**  
Commenced  
23 April 2019



**Ms Renee Bennett**  
Resigned  
31 March 2019



**Ms Anna Nicholls**  
HONARARY SECRETARY  
Resigned  
30 April 2019

**We thank each of our Directors  
who so generously and enthusiastically  
volunteer their time and skills.**

## OUR MEMBERS

Cootharinga North Queensland is a Company limited by guarantee registered under the *Corporations Act 2001 (Cth)*.

We are a membership based organisation, whose Life Members and financial Ordinary Members are entitled to vote on matters related to the organisation's Constitution and election of Directors of the Cootharinga Board at the Annual General Meeting.

We are proud to have an active membership base and a large number of Life Members who have provided sustained outstanding service to a wide spectrum of the organisation's activities.

## CORPORATE GOVERNANCE STATEMENT

The Cootharinga Board is responsible for setting the strategic direction for Cootharinga, approving and reviewing budgets, monitoring and auditing Cootharinga's affairs and risk management processes, on behalf of Cootharinga members by whom the Directors are elected and to whom they are accountable.

These activities are conducted in accordance with the *Constitution of Cootharinga* and relevant legislation. Our *Governance Charter* provides an accountable and transparent top level framework of best practice

corporate governance encompassing the key roles, responsibilities, relationships, and policies whereby authority within Cootharinga is exercised and monitored.

Activities are aimed at the delivery of quality services to people living with disabilities in North Queensland and ensuring that Cootharinga remains focussed on its Vision Statement. All Directors are non-executive and act in a voluntary capacity.

The Board has delegated responsibility for day-to-day operations of Cootharinga to the Chief Executive Officer and staff teams. The Chief Executive Officer reports to the Board through Cootharinga's President. In addition, Directors are members of a range of specialist "Board Committees", each of whom concentrates on specific areas and recommends action to the Board. The Board and each Board Committee has established:

- Roles
- Terms of reference
- Meeting and reporting requirements
- Structure and composition
- Functions
- Key performance indicator

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# From the President



**Mr Rob Grant**  
**PRESIDENT**

The rollout of NDIS across Australia has continued to have considerable impact on the resources of the disability support sector, and Cootharinga North Queensland (CNQ) is no exception. However, during the year we have seen improved consultation and price restructuring with both sides very determined to make it work for the benefit of all. We were delighted that the Federal Government has recognised the important role the disability sector plays within the community by the appointment of a Minister for Disability – Senator Roberts. Through the auspices of Ability First Australia (AFA) of which CNQ was a foundation member, CEO Matt Kinnane joined some of his Queensland colleagues to visit Canberra for meetings with both sides of politics in the lead up to the Federal election.

The cost of the change to operating under the NDIS model has been greater than anticipated. We have seen our cash reserves considerably depleted due to the bumpy changeover to a very different way of doing business – moving from a funded model to a more retail environment. As a result it became very clear that we needed to become a leaner more efficient and responsive organisation. To that end I am very happy to report that under our new CEO Matt Kinnane, who took over the reins at the end of January, a great deal has been achieved. A positive cash flow; a restructuring of our financial management - more aligned to the retail nature of doing business; a more inclusive management structure and improving communication

throughout the whole organisation. Despite this, we have had a positive financial year against the 2018/19 budget and are looking at a strong performance in 2019/20 albeit our growth will be somewhat constrained until we can build up our working capital again.

I would like to thank my board colleagues and all our volunteers and their families for the unreserved hours that they have donated over the year. It is of no doubt that we could not continue to operate without this great support that comes from the communities in which we serve. I would also like to thank Matt Kinnane for what he has been able to achieve over the brief last five months of the year, plus of course his PA and the Executive team he has built around him. A special thanks to the Chief of Marketing - Mandy MacDonald who very capably stepped into the breach for four months while we searched the country for a new CEO only to find he was on our door step – our then Chief of Services.

Finally a very big thank you to all our frontline staff who have continued to deliver our services to those in need in our communities and to all those who support them. It has been a great team effort.

# From the CEO

As the newly appointed Chief Executive Officer, of Cootharinga North Queensland, I'm in awe of the incredible organisation I have the honour to lead. Expanding across North Queensland, the abundance of quality and individual services our staff passionately deliver in each region, to support people with disabilities, is inspiring!

Expanding our services in individual regions where there is a proven need, has shown us excellent growth and delivered on our purpose to... "Assist people live the life they want". A wonderful example of this is our School Holiday Program. This program exceeded our expectations from supporting 10 young children in Townsville to 67 young children across North Queensland. These children benefit from our person-centred fun and inclusive activities that are designed to develop self-esteem; confidence; and independence. Engaging in social interaction, learning and life skills, they will try new things and make many new friends, sometimes for life.

It's now three years since the introduction of the NDIS in Townsville, Mackay and Mount Isa and one year in Cairns and Far North Queensland. We continue to appreciate the results of our continued hard earned efforts. Particularly in the past 12 months in the Cairns and far North region where staff have worked closely alongside our customers to assist them with their preparation for the NDIS. This involved planning and determining the life outcomes our customers would like to reach to improve their quality of life. Our learnings from our other more experienced regions proved invaluable, as we were able to transition our customers with minimal impact on the quality support they receive.

In the past 12 months, we have successfully delivered against our strategic directions, adding three shared living arrangements to our portfolio. Working closely with developers, builders and investors we have continued to research quality accessible housing solutions under the Specialist Disability Accommodation (SDA) policy of the National Disability Insurance Scheme (NDIS). Where there is demand, we have continued to expand our supports and services, not only in our existing areas of operation, but in new locations such as Georgetown and Cloncurry as we strengthen our position as the largest disability service provider, based in North Queensland.

Eight months on from the floods that ravaged Townsville, Cootharinga's Accommodation and Recreation Centre still remains closed, adding

significant costs to our business. However, we have pro-actively taken this opportunity to improve our business model. Cootharinga's Accommodation and Recreation Centre will now operate for the purpose of "Short Term Accommodation" and "Transitional Living Options" while our centre based "Capacity Building Program" will be delivered from a newly secured premise in Flinders Street, Townsville. This exciting change lays out our vision and future plan to deliver on life outcomes and adds further value to services and activities we provide to our customers, whilst continuing to cater for future growth.

Despite the floods and a number of other significant challenges that Cootharinga North Queensland faced during the financial year, it is pleasing to see a sound financial result was achieved.

Whilst there are some extra-ordinary items that are included in the audited figures, this year has seen us establish a baseline within the new competitive environment that we have been operating in since 2016/17 financial year.

Cootharinga is more than just a not for profit organisation. It is the heart and soul of every staff member who works here. I couldn't be more grateful for this passionate, dynamic and committed team of people, who dedicate their time to support our customers to continually lead better lives. For this I thank each and every one of you.

We believe in people over process. In this regard, the year ahead will see key initiatives around the health and wellbeing of our staff. We will go above and beyond to deliver quality supports and achieving great transformational outcomes for our customers. We aim to create efficiencies in our administration through investment in systems and ensuring a strong compliance and governance focus. As we continue to invest in our organisation we will continue to provide excellent staff and excellent services to all our customers.

We sincerely look forward to another exciting year of assisting our customers to achieve the life they want and as always, closing the gap on our vision of ... "Building a better world with people of all abilities!"



**Mr Matt Kinnane**  
CEO



# Support & Services

Cootharinga North Queensland continues to develop and expand whilst remaining an inspiring and dynamic organisation within the community services sector. We continue to deliver quality supports and services and are committed in investing in local communities across our entire footprint.

Supported Independent Living, Coordination of Supports, Individual Support, Social and Community Participation and Short Term Accommodation remain high profile functions of the business and are significant income streams.

## Supported Independent Living

Cootharinga North Queensland actively works to ensure our supported living arrangements are purpose built, of high standard and genuine homes for our customers. We are privileged to be supporting 88 customers across 26 community locations throughout North, Far North and North West Queensland.

2018-19 saw the remainder of our SIL transition to the NDIS within the Cairns and Far North Queensland region. We expanded our SIL arrangements across our operational area with an additional four locations.

### Highlight

A wonderful example of this expansion was our support of a man who was residing in a local health service for over 18 months, transition to supported independent living. Our experienced staff working with him to reach his goals and life outcomes resulted in him attending **his first ever NRL game**. He was more than thrilled to be able to watch his favourite team and meet some of the players.

Supported Independent living still remains a key goal for many customers, with the NDIS providing individuals choice and control in where and with whom they live. It is with this goal in mind that we will continue to work with customers through a person centred approach to build life skills and community connections so our customers can unaffectedly “live the valued life they want”. It was with this approach that we were successfully able to support an indigenous person to return to family and country in Mount Isa, relocating from interstate.

## Social and Community Participation

The way in which Cootharinga has supported our customers within the community has continued to evolve. We have become more experienced within the NDIS and the new customer driven environment in which we do business. Supporting our customers access into the community and community based social and recreational activities has become a dedicated and key focus. We work with customers to build their capacity in all settings in the community, centre based programs and in their own home.

This is evidenced by the 41,072 hours of community support that we have provided customers. The largest change we have experienced is the increase in the number of customer's taking holidays.

### Highlight

A wonderful Story with exciting outcomes about Tina!

When Tina was released from the hospital and started her new life supported by her staff through Cootharinga North Queensland, a staff member, realising that Tina, although living an independent

life had not communicated with past friends for many years. So she started going through Tina's old telephone index books. Tina would decide if she knew them, remembered them and if they were people she may want to reconnect with. On locating the contact information of her Aunt Janice, staff phoned and left messages on both land lines and mobile numbers. Tina had not spoken with her Aunt for several years. It took several days but her Aunt Janice made contact and from there they also included phone calls back and forth with her other Aunt, Cheryl.

## Achievements

Tina had not been on a plane for more than 20 years, and she courageously did it in her wheelchair, not once, but on four different flights. With the support of her staff Tina felt safe and secure and she handled it with glowing compliments from the airport staff, which made her very happy. Upon Tina's arrival in Melbourne, Tina visited many attractions. As requested by Tina, and achieved with ease, she rode on trams and trains, allowing her to take in as much as she could. **A very special moment for Tina was when her auntie's informed her that where she was staying, was where her mum and dad celebrated their wedding reception.**

Tina enjoyed her time so much, she is currently planning her next holiday. This time she is looking at testing her sea legs and will be going on a cruise to Tasmania.

This is a remarkable outcome resulting from the implementation of the NDIS. It is aligned with many expectations of our existing customers and the broader community. In this area alone, we are seeing significant acceptance and growth for the business and the individual, which demonstrates the importance our customers place on being involved and connected within communities in which they live.

## Short Term Accommodation

Short term accommodation is a key component of many customers NDIS plans.

Cootharinga's Activity and Recreational Centre (ARC) accommodated this need well until the traumatic Flood event in January 2019 in Townsville. Post event, ARC was closed and we are undertaking a complete refurbishment.

It is with loyal and dedicated enthusiasm, that all staff looks forward to being able to support our community within the new short term accommodation acquired within the 1<sup>st</sup> half of the next financial year.

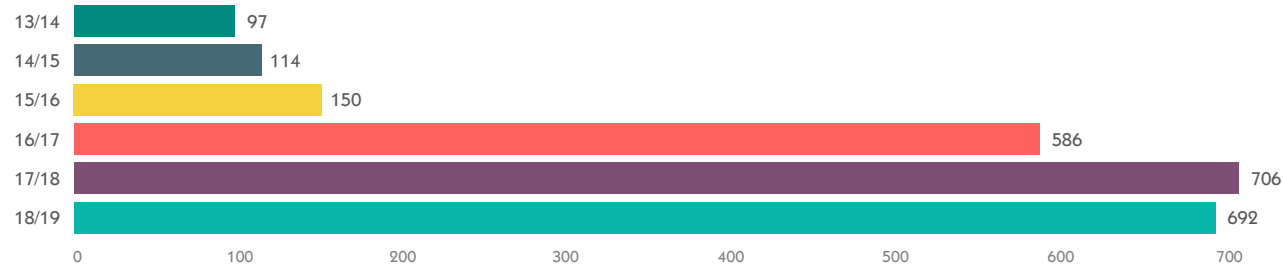


**I cannot speak highly enough of the staff at my daughters Supported Individual Living Service. They are doing an amazing job.**



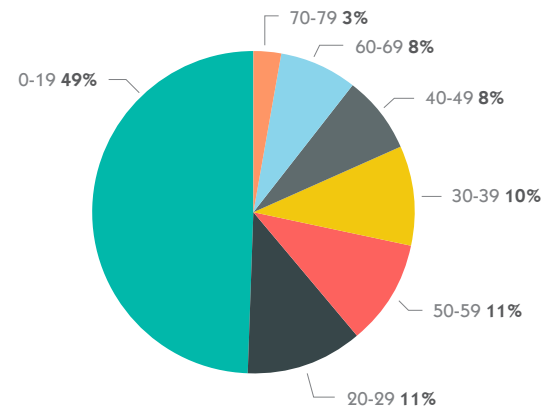
# Support & Services

## NUMBER OF PEOPLE WITH DISABILITY WE SUPPORTED

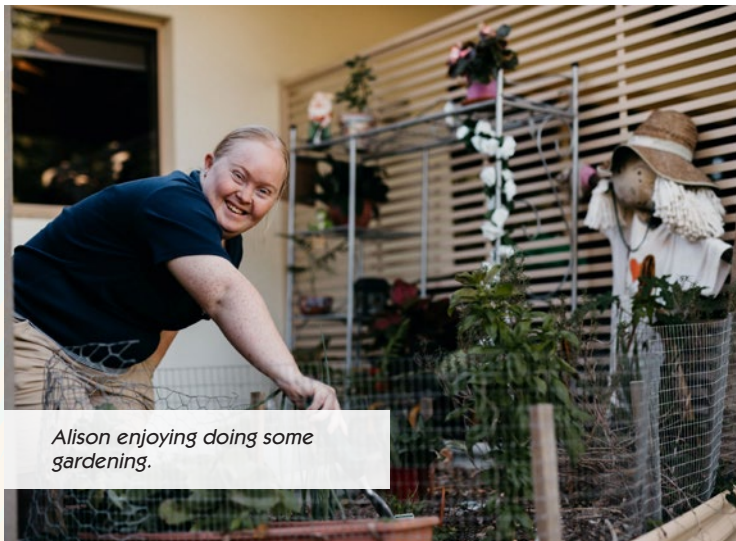


“ Cootharinga properties are beautiful and the staff and tenants take great care of them, you should be very proud. ”

## OUR CUSTOMERS' AGE 2018-19

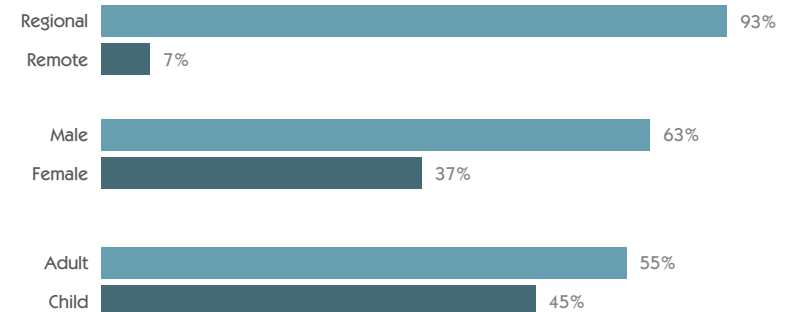


Ray having a fun day at the CEO Challenge event - Mackay.



Alison enjoying doing some gardening.

## OUR CUSTOMERS' DEMOGRAPHICS 2018-19



**Our Vision:** “Building a better world with people of all abilities!”



# Empowerment

## Support Coordination

At Cootharinga we take great pride in our support coordination service, in which our experienced support coordinators work hard to assist our customers to live the life they want.

The official role of a support coordinator is to connect to and coordinate informal, mainstream and funded supports, which involves resolving points of crisis, developing capacity and resilience in a participant's network and coordinating supports from a range of sources. In real life terms this means that a support coordinator has the opportunity to make a significant difference to someone's life, whether that be through sourcing employment, assisting with facilitating skills development, identifying suitable living arrangements or simply ensuring that their day-to-day activities can continue without interruption.

Our support coordinators are dedicated, passionate and knowledgeable, which allows them to provide first rate service to people who need assistance in implementing their NDIS plan to achieve their goals and live their best life.

## Support Coordination - Good News Story

Anthony (Tony) was referred to Cootharinga by Mission Australia via a request for service on the 31<sup>st</sup> January 2019.

When Tony's father passed away in 2018, Tony was forced to move into a halfway house, due to having no friends or family in the area to assist him. He had suffered a relationship breakdown with his family and this meant that Tony was very isolated and not living the life he wanted. Tony is a very friendly and giving individual, and living in a halfway house put him at serious risk of being taken advantage of financially. It was Tony's goal to move into his own home as soon as possible to allow him to feel safe and build his independence.

Through a process of developing trust and slowly introducing various supports to his life, his support coordinator Lisa Grossetti was able to assist Tony to begin to be more active in his community and soon identified a suitable housing option for him.

With the assistance of the Cootharinga services team, Lisa was able to source furniture and household items for Tony to move into his new home. This was achieved in less than 5 months after Tony engaging Cootharinga support coordination.

During this process Tony was also able to build his confidence and reach out to his estranged family, and is now working on mending his relationship with them. With the patience and support of his support coordinator Lisa, Tony is now working towards his goals and living the life he wants to live.

## Parent Connect & My Time

**Parent Connect** is funded through NDIS - Information, Linking and Capacity funding and now includes adults. We assist by focusing on family networks, community inclusion and transition support through identifying services required for development during growth stages, service coordination, counselling and access to specialist services.

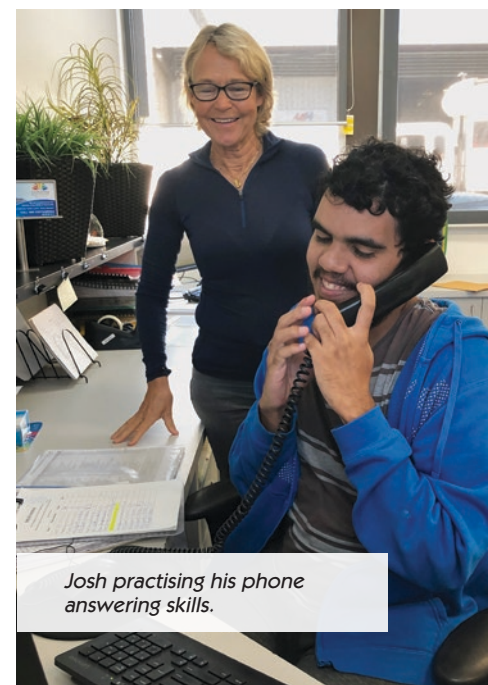
Parent Connect encourage fun and wellbeing through:

**My Time** – a local parent support group which provides the opportunity for parents to share experiences, discuss various topics to assist them in supporting their children and go on outings.

**Play Connect** - a playgroup for younger children who may have anxiety, sensory or developmental delays in communication, social skills and behaviour.

**The Secret Agent Society (SAS)** a Computer Game Pack and Small Group Program that helps kids crack the code of emotions and friendships. Junior Detectives graduate from SAS equipped with the skills to feel happier, calmer and braver while making new friends and keeping them.

**Workshops and special events** – includes FunFlight, Ability First Australia – First Steps and Autism workshops.



Josh practising his phone answering skills.

“ It is a pleasure to work with such an organised professional team who were so friendly and reliable. ”



Peter can now use his mobility scooter and is looking forward to going fishing.



# Capacity Building

Capacity Building, as a distinct service offering of Cootharinga North Queensland, consists of three services: the Allied Health Service; Equipment Solutions; and Skills and Transition, inclusive of School Holiday Programs.

Our main priorities for 2018/19 have been customer focussed by making improvements in service offerings and expanding to other locations.

## Allied Health Service

The early part of the year saw a focus on structuring the department to ensure maintenance of a high standard of therapy to customers. This took the form of investing heavily in staff training, staff working together to review current processes to ensure operation according to best practice, and refinement of systems.

### Notable achievement:

- Cootharinga established an Allied Health Service in Mackay, and has built a good foundation for future growth. Referrals have been strong, and the service is growing, providing more access to Therapy services and reducing waiting time for families.

The Allied Health Service team have worked willingly and enthusiastically to identify opportunities for growth, development and improvement, primarily to ensure customers are being supported to achieve their goals through therapy.

## Skills and Transition

Skills and Transition primarily works with younger persons with disability to build their skills and support them to transition into independence in the community, which may include finding work, volunteer roles, or training, and living more independently.

After a move in venue just before the start of the financial year, the focus was on improving the structure and focus of the program. A great deal of research, thought and planning went into restructuring the Skills and Transition program, to ensure a strong evidence base supported its structure. This resulted in a number of improvements and expansion in choices available to our customers to achieve their individual goals.

Early in the financial year, Cootharinga North Queensland developed a marketing plan, with a focus on increasing awareness of Skills and Transition programs, and increasing numbers of participants engaged in the program. This was done through direct marketing

to schools, support coordination organisations, NDIA, and Disability Employment Agencies, as well as radio advertising and a television commercial.

Throughout the year, Skills and Transition have also worked closely with a number of therapists from the Allied Health Service to add value. This has been most evident in the approach to literacy and numeracy, with inclusion in both formal programs, and embedded within daily routines and all programs where relevant.

The program remains popular with regular positive feedback received across the year. The program has grown in both Mount Isa and Townsville, with new participants joining regularly, while others have successfully transitioned into their chosen pathway, such as:

- Successfully finding work of their choice
- Increasing the number of hours at work, and taking on more responsibility
- Finding voluntary activities to engage in, ensuring fulfilment of a life goal to engage in public speaking
- Preparing to transition from into moving out of home and living independently with some support in the community
- Establishing connections with social groups and sporting clubs

## Skills and Transition - School Holiday Program

The School Holiday Program takes a skills based approach to support younger customers in school holiday periods. The program has gone from strength to strength throughout the year.

### Notable achievements:

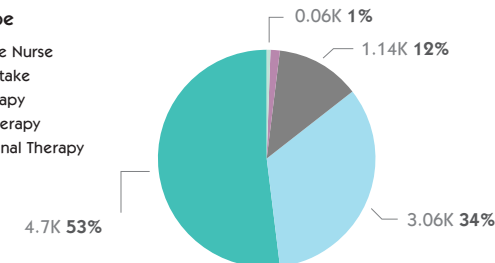
- The School Holiday Program was established in Mount Isa for the first time in December 2018. It is sited at a local school. Feedback from the local community has been positive, which is reflected in the growth in number of children attending, after very humble beginnings.
- The Townsville School Holiday Program has found a stable home through a strong partnership with Mt Louisa House of Praise. This has allowed the program to expand, and for daily attendance of children to more than double.

The focused effort of the team has led to a significant increase in the number of participants. Skills and Transition has laid a good foundation for future growth, and continued improvement in quality of programming and skills of staff, securing the ongoing success of this very valuable service for families.

## HOURS OF DELIVERED THERAPY SERVICES

### Program Type

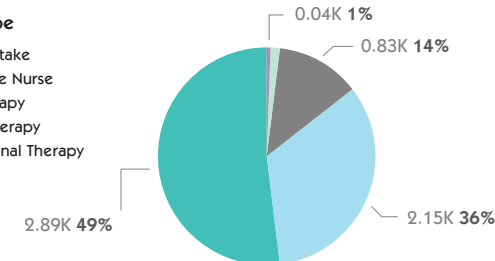
- Contenance Nurse
- General Intake
- Physiotherapy
- Speech Therapy
- Occupational Therapy



## HOURS OF FACE TO FACE THERAPY SERVICES BILLED

### Program Type

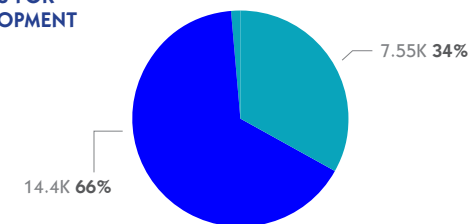
- General Intake
- Contenance Nurse
- Physiotherapy
- Speech Therapy
- Occupational Therapy



## TOTAL HOURS FOR SKILLS DEVELOPMENT

### Program Type

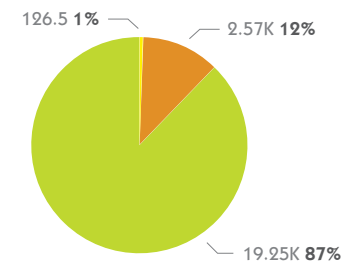
- Mount Isa
- Townsville



## RATIO OF SUPPORTS (1 TO 1 OR GROUP)

### Program Type

- 1 to 1 Skill Development
- Group Skill Development
- Other Individual Supports



# Equipment Solutions

After a period of change and restructuring in 2017/18, the focus for Equipment Solutions in 2019/20 was to bed down the new structure and changes and ensure a return on investment. The second focus was to continue improvements in customer service and timelines for completion of work.

This focus on the customer has paid dividends in a number of areas:

- Growth in the number of external services that Equipment Solutions provides services to,
- Growth in the customer base,
- Increase in turnover,
- Improved product offerings.

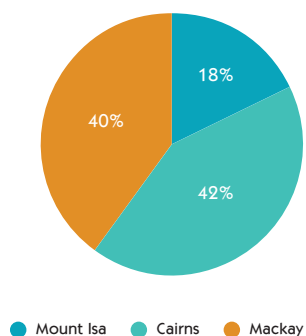
The trading environment remains challenging, with a number of factors affecting a return to profitability. A source of funding which had previously been received monthly, ceased in July 2018. This created an immediate shortfall on cashflow, which was unplanned. Despite this, invoiced work to customers increased across the year, and the service finished in a better position than expected.

Our team has again delivered outreach services within our footprint. This ensures people living in these regions continue to have access to tailored and customised equipment solutions. The staff planned and carried out ten outreach trips across the 12 months, with three trips up to a week in length to Cairns and Mackay, and customers in between, and four trips to the Mount Isa area to support customers there. Whilst outreach has an impact on time and profitability, it provides a very necessary and valued service to our communities.

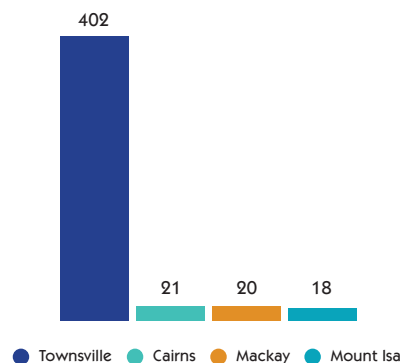
Outreach has also been backed up with the innovative use of technology, particularly videoconferencing, to shorten response times. This has been a key part of ensuring customers in remote and regional areas have access to services in between outreach trips, and to ensure work can progress between visits.

The Equipment Solutions team have worked hard across the year to expand the range and responsiveness of services, and improve turnover. The overall result is a credit to all members of the team, and the commitment and dedication they have put into continuous improvement.

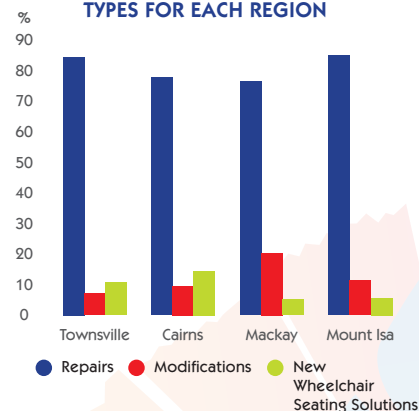
PROPORTION OF OUTREACH CUSTOMERS BY LOCATION



NUMBERS OF CUSTOMERS



PROPORTION OF WORK TYPES FOR EACH REGION



Thank you to Equipment Solutions for upholstering a new arm rest and head rest in time for my son's 21st Birthday.



Ruth receiving her new modified wheelchair



# Our Staff

Cootharinga North Queensland has seen an unprecedented increase in recruitment for the organisation. Over the past year, Cootharinga has increased its headcount in employees across the organisation by approximately 24%, with the majority of this increase occurring within our direct supports and services areas. Taking on many recruitment aspects to support the organisation in its growth period, Cootharinga reviewed the way potential candidates can apply for support worker roles, by removing the selection criteria component of the interview process and working outside the norm of bulk recruitment strategies. As an equal employment opportunity employer, Cootharinga will continue to support and recruit local talent whom resonate with our organisation values.

Cootharinga prides itself on the training provided to our front line staff to enable the delivery of quality services and supports to our customers. In the last six months of the year, Cootharinga has been working offline with a Registered Training Organisation to deliver the mandatory training to new and existing support workers across the Region. Whilst still in its infancy and trial period, this opportunity is aimed at bridging the gap for employees to assist them with gaining components of accredited training towards a nationally recognised qualification.

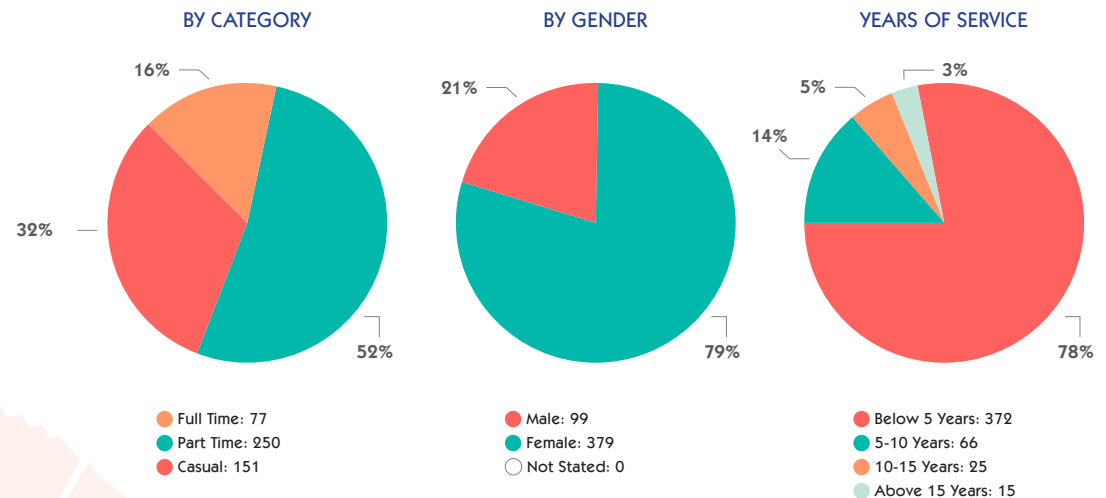
Our Senior Staff have participated in a Leadership Development Coaching Program, leading to improvement in emotional intelligence and leadership capability. In turn they build their staff and improve performance results for each team member and the organisation.

A new Code of Conduct was developed and implemented in June 2018. The document clearly outlines the expectations of workplace behaviours and output. The purpose is to ensure all our employees, volunteers and representatives comply with the Code to drive Cootharinga's purpose, vision and values.

The health and wellbeing of our staff is recognised as being pivotal to our continuing success. With continued focus on mental health week every year, the employee assistance program, annual flu vaccinations and work/life balance. Moving into the new year, the organisation will be further emphasising and enhancing wellbeing programs for our employees to ensure the organisation can continue to deliver high quality support and services all year round.



## EMPLOYEE COUNTS



## Report on Operations for the Financial Year Ended 2019

### RESULT FOR THE YEAR

The profit of the company for the financial year ended 30th June, 2019 was \$984,321

### DIVIDENDS

The entity is a non-profit company and the payment of dividends is prohibited.

### REVIEW OF OPERATIONS AND RESULTS OF OPERATIONS

Cootharinga North Queensland's overall financial result for the year ended 30 June 2019 was a surplus of \$984,321. This represents a \$5,271,218 increase in profit from the year ended 30 June 2018 (including a software write off). For the regular operations of the company (excluding software write off) the result was an operating deficit of \$1,250,427.

The main factors contributing to this result were as follows:

#### INCOME

Total Revenue has increased by \$3.9m mainly as a result of the following:

- Growth in the business across all regions (\$2.7m)
- 7.6% increase in National Disability Insurance Scheme (NDIS) prices for attended-care and 5.4% increase in supported independent living from the 2017/18 year (\$1.4m),
- The implementation of the NDIS within the Cairns region resulted in an increase of revenue (\$600k)
- Reduction in fundraising (\$368k)
- Reduction in gain on disposal of sale of shares (\$422k)

#### EXPENSES

Total operational expenses have decreased by \$1.4m mainly as a result of the following:

- Employee remuneration expenses have increased (\$1.2m) due to the Equal Remuneration Order and additional staff from the increase in the new service delivery. This has been offset by efficiencies within front line staff where Cootharinga has over delivered on services in the past.
- No impairment of land and buildings. \$1m was expensed in the previous year.
- No Credit Loss Allowance. \$860k was expensed in the previous year.
- Reduction in Tech1 write off (\$240k) due to further software write offs.

### BALANCE SHEET

The 2018/19 financial year was a period of stability due to the majority of the business already transitioned to the NDIS in the previous years. Due to significant prior investment in ICT and Business Systems, the NDIA claim payment success continues to be in excess of 95% ensuring the business has sufficient funds for daily operations.

Significant balance sheet movements include:

- Current Assets increase (\$1.9m) due to the return in profit and the accrual of employee expenses paid in July resulting in increase in cash balances. The accrual of income and improvements in debtor management has also contributed to the increase.

A review of operations and the results of those operations for the financial year are set out in the CEO and President's Report.

### SIGNIFICANT AFTER BALANCE DATE EVENTS

No matter or circumstance has arisen since the end of the financial year that has significantly affected or may significantly affect the operations of the company, the results of those operations or the state of affairs of the company in subsequent financial years.

### LIKELY FUTURE DEVELOPMENTS AND EXPECTED RESULTS

Major developments which may affect the operations of the company in subsequent financial years are referred to in the CEO and President's Report.



**PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME**  
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2019

**BALANCE SHEET**  
AS AT 30 JUNE 2019

**THE COOTHARINGA SOCIETY  
OF NORTH QUEENSLAND  
DIRECTORS' DECLARATION**

	2019	2018
	\$	\$
Revenue	25,139,536	20,330,218
Other income	1,505,283	2,419,224
Employee benefits expense	(21,209,058)	(20,212,047)
Depreciation and amortisation expense	(517,913)	(556,943)
Interest expense	(96,027)	(76,888)
Expected credit loss allowance	--	(860,000)
Impairment of land and buildings	--	(1,037,046)
Tech one write-off	(266,106)	(502,631)
Repairs, maintenance and vehicle running expense	(309,466)	(600,249)
Utilities expense	(179,353)	(164,454)
Rental expense	(242,896)	(232,107)
Staff training and development expenses	(143,267)	(151,353)
Audit, legal and consultancy expense	(186,233)	(104,167)
Fundraising expense	(12,447)	(66,267)
Other expenses	(2,497,732)	(2,472,187)
<b>Current year surplus before income tax</b>	<b>984,321</b>	<b>(4,286,897)</b>
Income tax expense	--	--
<b>Net current year surplus</b>	<b>984,321</b>	<b>(4,286,897)</b>
<b>Other comprehensive income</b>		
<b>Items that will not be reclassified subsequently to profit or loss:</b>		
Fair value gains/(losses) on financial assets at fair value through other comprehensive income, net of tax	(19,059)	(294,400)
<b>Total other comprehensive income/(loss) for the year</b>	<b>(19,059)</b>	<b>(294,400)</b>
<b>Total comprehensive income for the year</b>	<b>965,262</b>	<b>(4,581,297)</b>
Net current year surplus attributable to owners of the entity	984,321	(4,286,897)
Total comprehensive income attributable to owners of the entity	965,262	(4,581,297)

**ASSETS**

**CURRENT ASSETS**

Cash and cash equivalents	3,799,793	1,970,514
Trade and other receivables	775,063	956,504
Other assets	285,508	--
<b>TOTAL CURRENT ASSETS</b>	<b>4,860,364</b>	<b>2,927,018</b>

**NON-CURRENT ASSETS**

Financial assets	467,571	470,480
Property, plant and equipment	11,019,086	11,503,804
Other Receivable	69,375	69,375
Intangible assets	191,509	493,898
<b>TOTAL NON-CURRENT ASSETS</b>	<b>11,747,541</b>	<b>12,537,557</b>
<b>TOTAL ASSETS</b>	<b>16,607,905</b>	<b>15,464,575</b>

**LIABILITIES**

**CURRENT LIABILITIES**

Trade and other payables	2,960,641	2,846,863
Provisions	1,761,764	1,777,385
<b>TOTAL CURRENT LIABILITIES</b>	<b>4,722,405</b>	<b>4,624,248</b>

**NON-CURRENT LIABILITIES**

Borrowings	1,500,000	1,500,000
Provisions	209,532	129,621
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>1,709,532</b>	<b>1,629,621</b>
<b>TOTAL LIABILITIES</b>	<b>6,431,937</b>	<b>6,253,869</b>
<b>NET ASSETS</b>	<b>10,175,968</b>	<b>9,210,706</b>

**EQUITY**

Retained surplus	9,945,048	8,960,727
Reserves	230,920	249,979
<b>TOTAL EQUITY</b>	<b>10,175,968</b>	<b>9,210,706</b>

In accordance with a resolution of the Directors of Cootharinga North Queensland, the directors of the registered entity declare that, in the directors' opinion:

- The financial statements and notes, satisfy the requirements of the Australian Charities and Not-for-profits Commission Act 2012 and:
  - comply with Australian Accounting Standards – Reduced Disclosure Requirements applicable to the entity; and
  - give a true and fair view of the financial position of the registered entity as at 30 June 2019 and of its performance for the year ended on that date.
- There are reasonable grounds to believe that the registered entity will be able to pay its debts as and when they become due and payable.

This declaration is signed in accordance with subs 60.15(2) of the Australian Charities and Not-for-profits Commission Regulation 2013.



**Mr Rob Grant**  
**PRESIDENT**



**Mr Ian Featherstone**  
**TREASURER**

26 day of September, 2019

A massive thank you to all of our wonderful volunteers who assisted Cootharinga by volunteering their time, skills and services throughout the year. We had several key events that would not have been possible without Volunteer assistance.

We received great success at the inaugural Mackay CEO Challenge in September '18 due to the individuals at CQUniversity and Cootharinga staff, community groups such as the Eimeo Surf Club and Rotary and Corporate investors Commonwealth Bank of Australia – Mackay Branch.

A special mention goes to our everyday volunteers. We currently have 66 volunteers throughout the regions assisting us in our administrative departments, providing additional supports to our customers, and of course our wonderful and dedicated volunteers at the Babinda Bargain Centre who continue to freely give their time and raised a record figure last financial year.



**VOLUNTEER HOURS**

**We sincerely thank and  
appreciate our wonderful  
North Queensland Volunteers**

During the 2018-2019 financial year, Cootharinga North Queensland has invested considerable time and resources to improve our current processes and systems. This has been undertaken to guarantee that Cootharinga North Queensland are delivering the best possible services to our customers and staff while ensuring we have the right infrastructure for future growth within the disability sector.

Some of the main improvements have included:-

- a) Change with the invoicing/statement process and how we collect outstanding debts. These changes have enabled Cootharinga North Queensland to reduce the time spent in sending out statements and has seen a significant decrease in outstanding debt.
- b) The development of the end to end claiming process. The upgrade of the Customer Record Management system has enabled us to claim end to end in a single system, achieving a higher success for claims and the ability to review and process errors in a quick and timely manner.
- c) Our Mobile Rostering Application has also been upgraded creating new functionality and allowing employees to create file notes against customer records from their phone. This has reduced the need for employees to complete file notes on paper and to manually upload.
- d) Reporting using dashboards. Through the use of new technologies, Cootharinga North Queensland is able to report on customer and financial data in real-time. This provides our key decision makers with up to date information which can be accessed anywhere, at any time.

## **Partnership with Coast to Country**

In 2018 Cootharinga North Queensland partnered with Coast to Country Housing Company to manage our ever growing property portfolio. Coast to Country Housing Company is a Not for Profit organisation based in Townsville, dedicated to make housing easier and more affordable as well as providing a pathway home for Townsville's most vulnerable residents. The partnership with Cootharinga was therefore a natural movement. Working together has enabled Cootharinga's customer's comfortable homes that promote freedom and independence.

Keeping in line with Cootharinga North Queensland's ethos of shopping local, Coast to Country utilises local contractors to keep our properties in the high standards we offer our customers. Last but not least, this alliance has given the Cootharinga North Queensland Property department a chance to focus on future planning, with the hope to expand our partnership to offer more to our customers in Mackay, Mount Isa and Cairns.

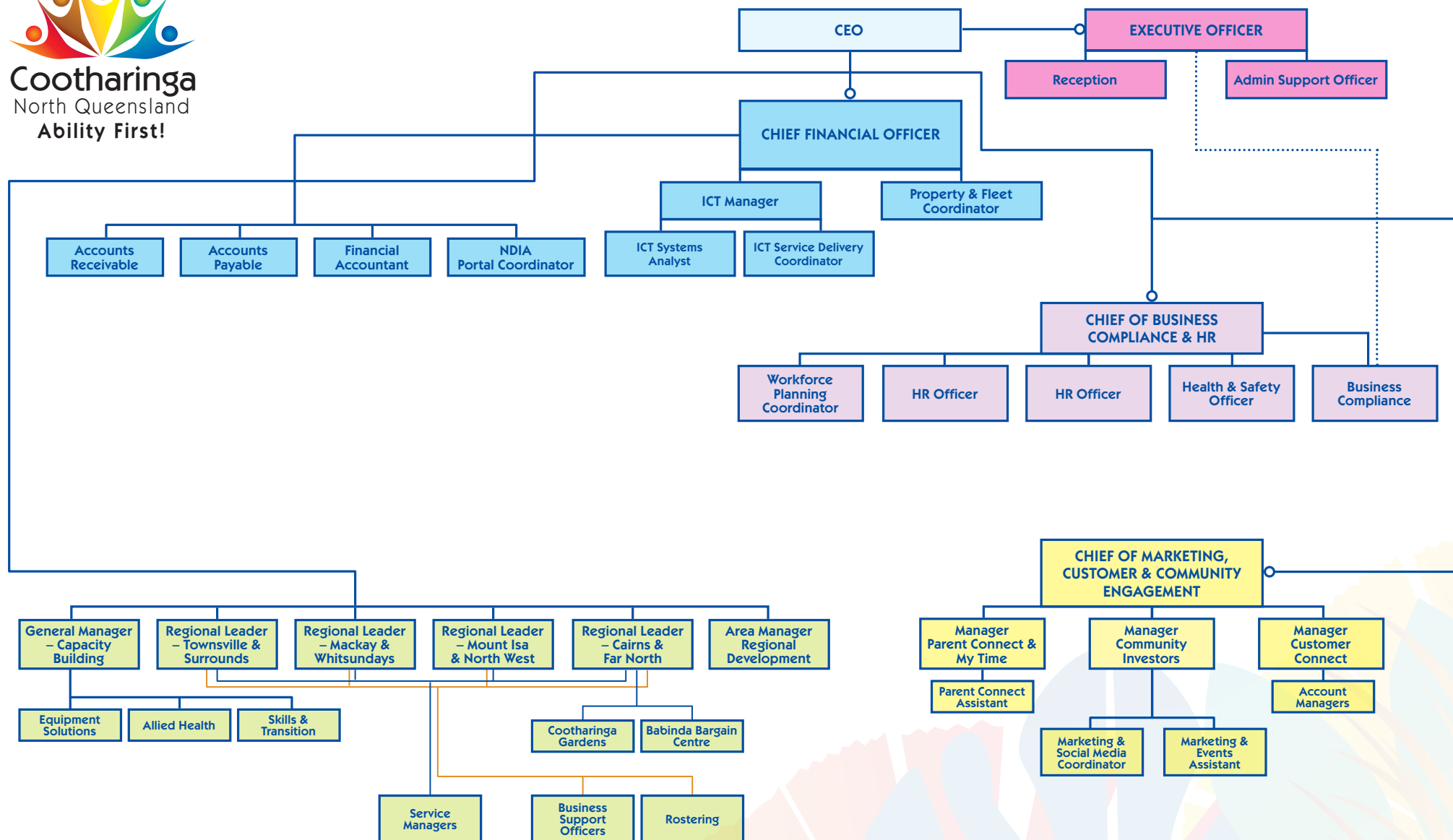


# Our Supporters

Thank you to all our supporter's who so generously contribute to help us ensure those we support live the life they want.



# Organisational Chart June 2019





# Cootharinga Achievements

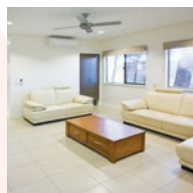
## 1950 - 1999

- Formation of the North Queensland Society for Crippled Children.
- Cootharinga Nursing Home Official Opening May 1957.
- Official Opening of the Matron and Nurses Quarters, May 1961.
- De-institutionalisation Commenced.
- Built Casa Martinez, first purpose-built house in the Community, providing housing for 10 people.
- Special Education and Training Centre opened, later housed Administration and the Library.
- Further 3 purpose-built accessible houses opened in Townsville, Cairns and Mackay.
- Change of name to The Cootharinga Society of North Queensland (1991).
- Commenced Rehabilitation Technology Service (1992).
- Commenced Family Support Service (1993).
- Built Accessible accommodation in Mount Isa.
- Closure of the Cootharinga Nursing Home.
- Commenced Individual Support Service.
- Closure of Mount Isa accessible accommodation property.



## 2000 - 2010

- Achieved accreditation ISO 9001:2000
- Babinda Bargain Centre opened (2002).
- Became a member of Ability First Australia.
- Purchased property at Keane Street for Head Office and RTS.
- Assisted individuals to move from Casa Martinez to Gardenia Ave.
- Affiliation with Easter Seals in the USA.
- Launch of Respite Service in Townsville and Mackay.
- Opening of the Activity and Respite Centre Townsville.
- Commenced Walk With Me.



## 2011 - 2019

- Building of Leila Ave (Townsville), Little St (Cairns) and Meadow St (Mackay) accessible housing.
- Autism Service expands to children with all types of disabilities.
- Purchase of land at North Shore for future accessible homes.
- Commenced focused Support for School Leavers.
- Built 3 new accessible houses at North Shore, achieving first Platinum Standard Certification in Australia.
- Launch of Parent Connect Service Rockhampton and Townsville.
- Re-established supports in Mount Isa and secured building in Mount Isa for School leavers program.
- Commenced preparations for introduction of the NDIS.
- Opening of new office in Mackay.
- Building of Kinnardy St house (Townsville).
- Launch of Glencore Community Hub in Mount Isa.
- Opening of 1800 Cootharinga Centre in Townsville.
- First NDIS Customer starts with Cootharinga (2016).
- Opening of our new office in Cairns.
- Opening of 2 new accessible homes in Cairns & Townsville.
- Approved to provide Aged Care In-Home support.
- Now over 450 NDIS Customers.
- Acquisition of Cootharinga Gardens (2018.)
- Expansion of Services – Charters Towers, Normanton, Croydon.
- Introduction of CEO Challenges across all regions.
- Successful in NDIS First Funding Round, received funds for Community Inclusion and Capacity Development.





# Cootharinga Events 2019











## Cootharinga

North Queensland  
Ability First!



**Cairns**



**Normanton**



**Townsville**



**Charters Towers**



**Mackay**



**Mount Isa**

### TOWNSVILLE

#### Head Office

20 Keane Street  
CURRAJONG QLD 4812  
PO Box 792, Castletown  
HYDE PARK QLD 4812  
Phone: 07 4759 2000  
Fax: 07 4779 9443

#### 1800 Cootharinga

#### Allied Health Service

6/264-278 Woolcock Street  
Service Road  
CURRAJONG QLD 4812  
PO Box 792, Castletown  
HYDE PARK QLD 4812  
Phone: 07 4412 5800  
Phone: 1800 266 842  
Fax: 07 4412 5858

### CAIRNS

Unit 1/200 Scott Street  
BUNGALOW QLD 4870  
PO Box 897  
BUNGALOW QLD 4870  
Phone: 07 4036 7900  
Fax: 07 4036 7991

### NORMANTON

77 Landsborough Street  
NORMANTON QLD 4890  
PO Box 420  
NORMANTON QLD 4890  
Phone: 07 4745 1278

### MOUNT ISA

22 Beverly Lane  
MOUNT ISA QLD 4825  
PO Box 2451  
MOUNT ISA DC QLD 4825  
Phone: 07 4437 4800

### MACKAY

69 Sydney Street  
MACKAY QLD 4740  
PO Box 317  
MACKAY QLD 4740  
Phone: 07 4944 2100

### CHARTERS TOWERS

Shop 2, 11-15 Church Street  
CHARTERS TOWERS QLD 4820  
Phone: 07 4761 6600

### Our Purpose:

“Tailoring solutions to assist people  
live the life they want!”



ACN 009 656 679 • ABN 92 009 656 679  
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Website: [www.cootharinga.org.au](http://www.cootharinga.org.au)

  
**Cootharinga**  
North Queensland  
Ability First!