

**Our vision is for
a world where
every individual
is empowered
to live as
independently
as possible**

**mambourin enterprises ltd
annual report
2016 2017**



Our story so far

The beginning of our organisation occurred at a public meeting in 1972, in response to the lack of facilities in the area to assist people with an intellectual disability. A Committee was formed by members of the public, and after much fundraising and lobbying the first centre opened in Werribee in 1975.

Today, Mambourin enriches the lives of people with a disability, by creating choice, opportunities and skills for life. Supporting over nearly 500 people in day programs, supported employment and traineeships, Mambourin provides people with a disability trusted, flexible, value-for-money supports. Through education, training and employment services, we promote independent living, self-esteem and a sense of value within the community in which the people we support live, work and participate.

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**Empowering people
to fully participate in the
community is our mission.**

**We create opportunities
for people with a disability
to achieve a more
independent future
and to enhance
their self-esteem.**

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Chair's Report

Under the NDIS, we have an opportunity and responsibility to help reshape our community by giving people with disabilities more choice and control to empower their future.

The majority of our focus this year has been on preparing for the changes the NDIS is bringing. In some cases, this has meant that the Board has had to make some difficult decisions to ensure that we can continue to operate in a sustainable financial environment. We have been cautious in the changes that we have made, to ensure that we do not deliver unintended consequences, while being determined to take on new opportunities as they present themselves. First-and-foremost, in all our decisions, we are committed to consultation and ensuring that we are enhancing the lives and lived experiences of the people in our community.

Over the past year, our Board of Directors has focused intensively on what we need to do as we move into the new funding environment. This internal reflection has looked into virtually every

aspect of our organisation. Under the leadership of CEO Rohan Braddy, the management team has conducted an extensive project looking at our service from a customer perspective, reviewed pricing and costs under the NDIS funding model, monitored overhead expenses, sought innovative new ways to operate efficiently, and focused on what we must do to attract and retain the best staff in the sector.

At Board level, we have reviewed our governance structure to ensure that it is suitable to lead our organisation into the future. I thank my fellow Directors for their commitment to the future of our organisation.

On behalf of the Board of Directors, I would like to thank Rohan and his team for their consistent performance over the past year. The organisation yet again achieved outstanding results in quality and financial audits. I am delighted to report that we have fulfilled all of our performance standards and contractual obligations across our funded programs. We have also been able to report a healthy surplus. Given the pressure on finances and the increasing demand for spread and depth of services with limited funding and support, this has been a great achievement.

As a result of our excellent financial position and positive service delivery outcomes, we have deliberated on a number of opportunities for innovation and growth. I am thankful to the management team for identifying these opportunities and presenting them to the Board for consideration. The sale of Werribee South and establishing a presence in the traineeships sector are two major decisions that were made in the interest of Mambourin's future.

Thank you to all our staff for yet another stellar year. We look forward to the new opportunities that the NDIS will bring to Mambourin, as together we create an empowered future full of choice and control for each person we support.

CORY BECKER



“I am learning to use my myki and also making a film. There is always something new to do and learn.”

Our Board

Our Board holds a diverse and rich wealth of knowledge across various sectors, ranging from business and law to leadership development and engineering.



VITTORIA CHIARELLA



GREG D'ARVILLE



**DUNCAN
HONORE-MORRIS**
Finance
Committee Chair



AFROZ HUDLI
Finance Committee
Governance
Committee



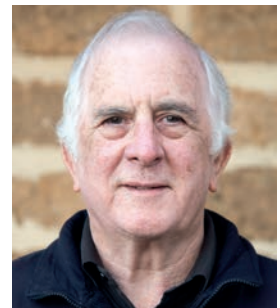
PAUL LARCHER
Deputy Chair
Risk & Audit Committee Chair
Governance Committee
Remuneration Committee



BARBARA MACKINNON
Finance Committee
Former Finance
Committee Chair
Governance Committee



DAVID MARKUS



RICHARD MORRISON
Finance Committee
Risk and Audit
Committee
to 10 May 2017



CLAIRE THOMAS
Governance
Committee Chair
Risk and Audit
Committee



EMANUEL TUMINO
Governance
Committee



JENNY WEBSTER
Risk and Audit
Committee

In addition to monthly meetings, our Board also comprises four committees which ensure the smooth and efficient running of the organisation.

Finance Committee

One of the key reasons that Mambourin is in such excellent financial shape is due to the diligence of the Finance Committee. Achievements of this Committee in 2017 included oversight of the pricing review for service provision under the NDIS, and the financial implications of selling Werribee South. The Committee was also heavily involved in considering the financial risks associated with the commencement of Mambourin's new traineeships branch.

Governance Committee

The Governance Committee ensures that Mambourin meets its compliance requirements and maintains excellent governance standards. Earlier in 2017 our Board was reviewed by Leadership Victoria, who confirmed that our Board is leading constructively and with positive influence.

Risk and Audit Committee

The Risk and Audit Committee is integral in ensuring Mambourin has effective risk mitigation strategies. This year, the Committee considered a number of growth and innovation opportunities, and oversaw the due diligence process of each in order to make an informed recommendation to the Board.

Remuneration Committee

The Remuneration Committee provides oversight of the performance of the CEO and the remuneration of the senior leadership team.





CEO Report

As I reflect on what Mambourin has achieved this year, I am enormously proud.

In a time of significant change in the disability sector, Mambourin continues to challenge ourselves on how we can do things better, as we focus on helping our participants transition to the NDIS and achieve the goals they set for themselves.

In many ways, it has not been an easy year. Our focus has been split between preparing the organisation for the commencement of the NDIS, transitioning participants who entered the scheme early, supporting participants and their families and carers to understand the NDIS, answering additional enquiries, advocating for participants with the development of their plans, and maintaining Mambourin's high quality programs and supports. We have also worked on a number of significant, innovative projects relating to Mambourin's growth and long-term sustainability. As a result, staff across Mambourin spent considerable time in a busy and challenging environment. I would like to acknowledge the incredible work of our entire staff, who have gone above and beyond to ensure that our transition to the NDIS will be as smooth as possible.

Sustainability in a new environment requires new and fresh ideas. Our Board and management team have worked closely with futurist and technology expert, Steve Sammartino in discussing how we can adapt to the implications of technology and digital disruption. Steve's sessions challenged us to look outside the square and seek innovative ways to improve our service provision across the whole organisation.

I would like to thank the Mambourin Board of Directors, under the chairmanship of Cory Becker, for its commitment, dedication and vision as we secure Mambourin's future.

There were two major projects completed during the year which I would like to acknowledge:

Traineeships

It was a problematic start for Mambourin's Traineeships branch and it came with a steep learning curve, but our impressive new Training Centre has grown into an area we are very proud of. Through this centre, we are able to support school-based trainees with a disability to obtain the practical skills and experience required for them to move into the workforce. Not only does this new enterprise expand our service provision, from a sustainability perspective, it provides us with funding from alternative streams outside of the NDIS.

Werribee South sale

The sale of Werribee South involved the transfer of participants to Werribee and significant renovations to the Werribee site. The transition from Werribee South to Werribee had the potential to cause significant angst for many participants, but our staff were committed to transition individuals slowly and carefully into the new environment. I congratulate our staff who made the whole process almost seamless.

I am always honoured and privileged when the people we support invite me to witness their achievements. For example this year, I stood with pride at the launch of the ADE Directory at Parliament House in Melbourne as two of our supported employees spoke to politicians about their experiences at Mambourin. I was also an audience member at the Duke Street Community House flash mob performance in Sunshine. Mambourin participants had a blast, and so did I!

Supporting people with disability is a privilege. As an organisation we remain true to our commitment to innovative services which meet the needs and aspirations of those we support.

ROHAN BRADDY



D.S.A.

PARTICIPANT

OCEAN LIVING



D.S.A.

PARTICIPANT

OCEAN LIVING

Our Finances

The financial statements presented in Mambourin's Annual Report are an extract from the audited annual financial statements and are designed to provide "at a glance" results of the major income and expenditure items for the organisation.

Through the dedication and good work of the team at Mambourin, we have returned a healthy surplus of \$638,356 this year whilst remaining a high quality service.

This surplus will allow Mambourin to meet any unexpected financial challenges that may occur during the initial stages of the NDIS roll out. Our surplus demonstrates that we take financial stewardship seriously and ensure that the money we receive is managed prudently.

We were successful in securing a number of grants that have allowed us to improve our programs and support more people in our community. We thank both the Federal and State governments for providing funding to assist people with disability.

Our audited financial statements show a significant increase in revenue and employee costs, mainly due to the addition of our new Traineeships branch.

The most significant change to our balance sheet was the sale of our site in Werribee South, which increased our cash-on-hand and decreased the value of non-current assets. Proceeds from the sale contributed to the unbudgeted upgrades at Werribee to support the transfer of participants from our Werribee South site, with the remainder contributing to our surplus for future use.

Through sound financial management and good governance, Mambourin maintains a strong fiscal position as we head towards the full roll out of the NDIS.

Financial Report

The full audited financial report of Mambourin Enterprises Ltd ACN 159 527 036 (a public company limited by guarantee) for the year ended 30 June 2017 can be obtained from Mambourin's website (www.mambourin.org), via the Australian Charities and Not-for-profits Commission website (www.acnc.gov.au) or by writing to the Chief Executive Officer at 159 Derrimut Drive, Derrimut VIC 3030.



Financial Performance	2016/17	2015/16	2014/15
Revenue			
Sales revenue	\$1,782,223	\$1,580,439	\$1,574,616
Grants	\$9,833,590	\$9,178,654	\$8,361,543
Other revenue	\$595,110	\$111,323	\$135,266
Total Revenue	\$12,210,923	\$10,870,416	\$10,071,425
Expenses			
Administration	(\$1,231,675)	(\$1,184,302)	(\$897,108)
Client program costs	(\$294,668)	(\$297,556)	(\$299,785)
Client transport costs	(\$411,384)	(\$365,069)	(\$350,010)
Employee benefits expense	(\$8,777,731)	(\$7,060,222)	(\$7,207,498)
Depreciation expense	(\$365,725)	(\$425,045)	(\$420,852)
Finance costs	(\$47,606)	(\$47,105)	(\$9,556)
Rental and lease expenses	(\$239,515)	(\$131,894)	(\$206,890)
Impairment expense	(\$111,007)	(\$859,592)	-
Other expenses	(\$93,256)	(\$62,244)	(\$64,496)
Total Expenses	(\$11,572,567)	(\$10,433,029)	(\$9,456,304)

Net Surplus/(Deficit)	\$638,356	\$437,387	\$615,121
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Financial Position	2016/17	2015/16	2014/15
Assets			
Cash and Cash Equivalents	\$3,829,170	\$2,507,437	\$2,182,712
Trade and other Receivables	\$402,715	\$100,112	\$92,625
Other Current Assets	\$65,882	\$30,453	\$31,077
Total current assets	\$4,297,767	\$2,638,002	\$2,306,414
Property, plant and equipment	\$5,401,245	\$6,159,067	\$3,804,509
Total Non Current Assets	\$5,401,245	\$6,159,067	\$4,204,126
Total Assets	\$9,699,012	\$8,797,069	\$6,510,540
Liabilities			
Trade and other payables	\$934,963	\$551,900	\$505,605
Employee benefits	\$1,123,691	\$1,103,511	\$1,152,459
Borrowings	\$16,431	\$37,880	\$43,253
Total Current Liabilities	\$2,075,085	\$1,693,291	\$1,701,317
Employee benefits	\$71,003	\$44,002	\$63,954
Borrowings	\$1,789,121	\$1,934,329	\$57,209
Total non-current liabilities	\$1,860,124	\$1,978,331	\$121,163
Total Liabilities	\$3,935,209	\$3,671,622	\$1,822,480
Net Assets	\$5,763,803	\$5,125,447	\$4,688,060
Equity			
Retained surpluses	\$5,763,803	\$5,125,447	\$4,688,060
Total Equity	\$5,763,803	\$5,125,447	\$4,688,060

Our NDIS Readiness

At Mambourin we firmly believe that the only way to fully embrace the NDIS and all it has to offer, is to ensure that any plans we make for the future link our head (strategy/business) with our heart (culture/values).

Over the next twelve months, we will continue to focus on ensuring our community is prepared for the changes that the new scheme will bring. We have run individual planning sessions with those transitioning to the scheme early, ensuring that they are fully prepared and can capitalise on the success of funding outcomes. We are also continually focussing on mastering our ability to be agile and innovative in a new environment whilst ensuring our service is the very best it can be.

Some examples of our achievements in preparing for the NDIS include...

- ▶ Developing and integrating our NDIS pricing tool into MERP, meaning streamlined reporting and invoicing for participants
- ▶ Running information sessions on NDIS preparedness
- ▶ Completed a customer experience development plan
- ▶ Reviewed our organisation's model of service delivery
- ▶ Delivered NDIS funded supports successfully to participants who entered the scheme
- ▶ Updated our website to include NDIS information and support resources including FAQs

Our Digital Readiness

As innovation remains at the forefront of our strategic planning, we continue to look for ways that digital technology can benefit our participants and staff under the NDIS.

Key achievements in this area include...

- ▶ Updating our Participant Portal, allowing participants to view their profiles, medications and progress towards their goals
- ▶ Implementing digital meeting tools, enabling communication over distances, meaning less travel time and more collaboration
- ▶ Providing staff laptops to enable paperwork to be completed conveniently, remotely and flexibly
- ▶ Upgrading MERP to enable full connectivity with the NDIS, enabling us to accurately price our programs and match to participant plans
- ▶ Introducing an online warehouse management system to streamline stocktake and invoicing processes, and provide real time information on project timelines
- ▶ Developing a website complete with AA accessibility rating, for implementation in late 2017
- ▶ Establishing an innovation fund for future innovation projects

Our Staff

As the Mambourin community continues to grow, we are always looking for new opportunities for staff by way of professional experience and training. As an organisation, Mambourin remains committed to providing a quality stable workforce.



4,000 Hours



\$162,000

Staff investment and training

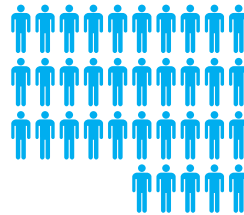
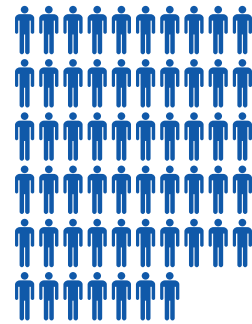
This year we invested in more than 4,000 hours of training at a total cost of \$162,000, in the areas of:

- ▶ Behaviour Support
- ▶ Communication and Individual Support
- ▶ Autism
- ▶ Leadership and Management
- ▶ Occupational Health and Safety Induction

Employee Snapshot as of 31 June 2016

Full time

57

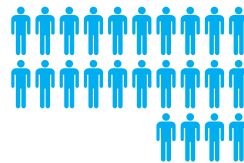
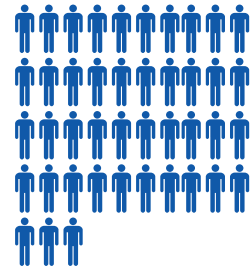


Part time

35

Casuals

43

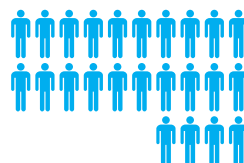
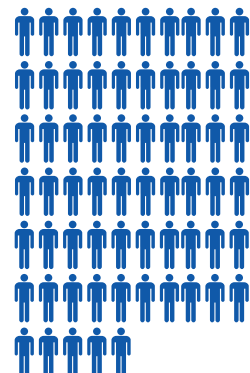


Fixed Term Contracts

24

Student Trainees

65



New Volunteers

24

“Mambourin is a place of opportunity. No matter who you are, at what level, you are given the tools to grow. That’s why I love working here”

Warren Yates, General Manager IT

Number of new Mambourin employees as of 1 July 2017

Full time

6



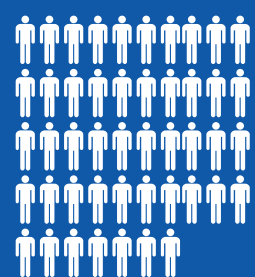
Part time

9



Casual

47



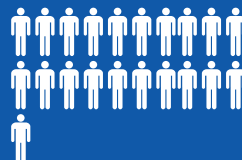
Supported Employees

3



Fixed Term

21

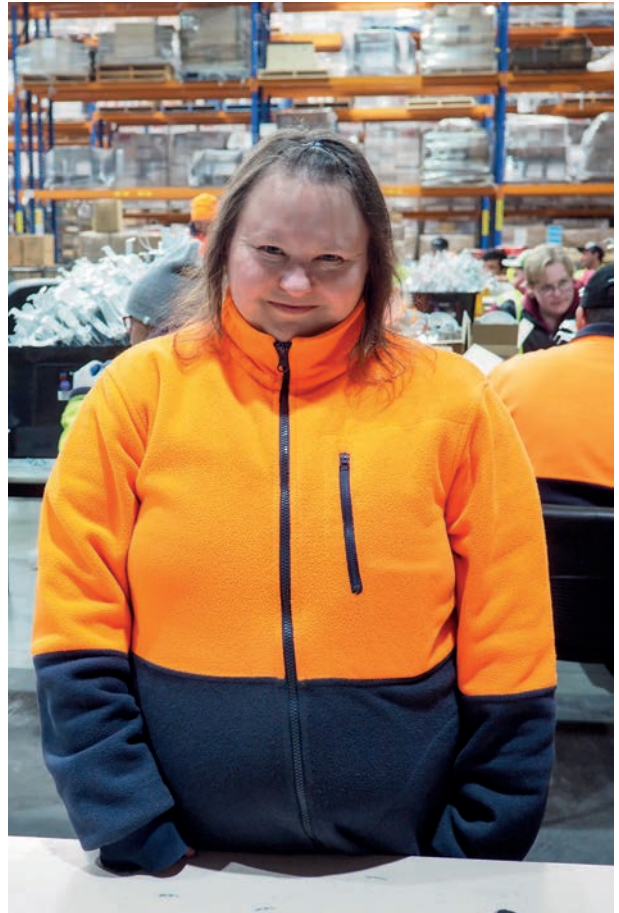


Our Services



The Mambourin Training Centre

We officially opened the Mambourin Training Centre on Friday 25 August 2017. The centre is already a vibrant learning hub for VCAL students looking for a pathway to work or further study. The centre facilitates three study areas: Certificate II in Warehousing, Certificate III in Warehousing, and Certificate III in Horticulture.



Supported Employment

Our enterprise has grown considerably this year with more corporate customers than ever choosing to use Mambourin as part of their supply chain. In addition to warehousing and packaging services, our gardening team has been steadily booked throughout the year with a number of new commercial contracts with local schools, sporting grounds and council owned public spaces.

This year we have also been heavily involved with the BuyAbility campaign, which seeks to increase the exposure of supported employment throughout Australia.

100+

Flexible
program options

181

Weekend & after
hours activities

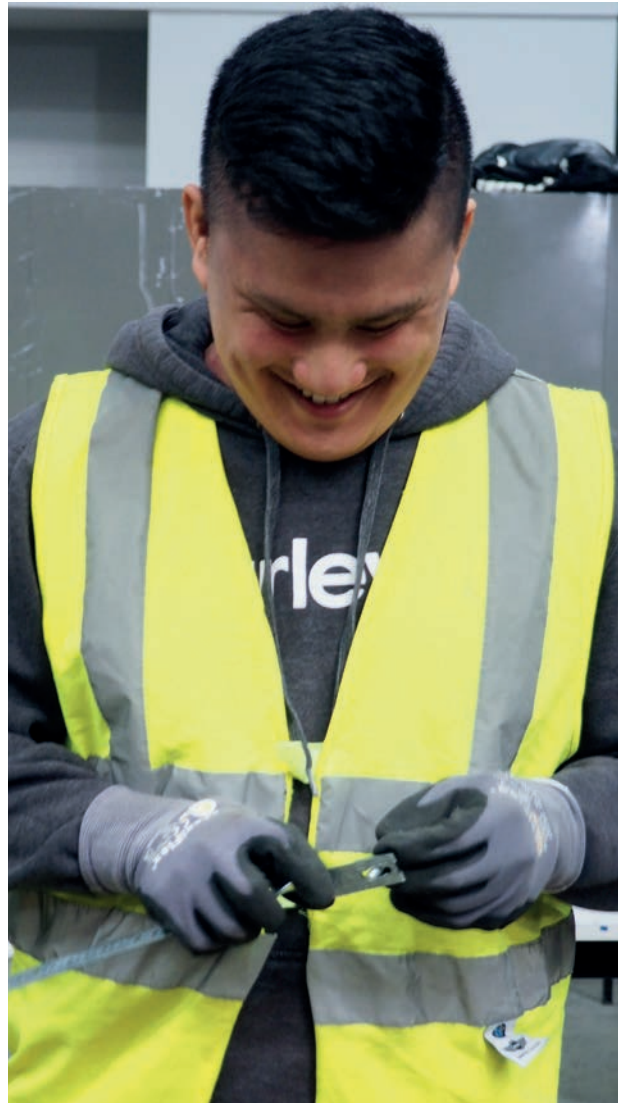
12,140

WAM (weekends at
mambourin) activity hours



Weekends at Mambourin (WAM)

Mambourin provides weekend activities for people who may not normally have the opportunity to experience such excursions on their own. Whether it be trips to the footy, the movies, discos, bowling or a visit to Dracula's Theatre Restaurant, WAM is not only just a bit of fun, but also for many families this is their only source of respite.



Work experience

In 2017 we have further developed our work experience program. Participants have an opportunity to experience work and make an informed decision with regard to their future NDIS planning. We now cater for over 60 people participating in work experience each week.

9

Sites with between-site travel options

Over
50

Site-based events annually

500

People supported across all sites



Programs

Day Services at Mambourin are as vibrant as ever. This year our participants enjoyed a number of exciting activities including:

- ▶ Our Choir performed at the Brimbank Expo and were personally congratulated by Mayor Cr John Hedditch.
- ▶ Mambourin's Hip Hop Dance Crew "Leaping Legs" performed at the National "Have a Say" conference.
- ▶ Michael, one of our indigenous participants, was announced Guest of Honour at the Reconciliation Walk for National Reconciliation Week in Brimbank.
- ▶ Werribee's STEP (Support and Training to Employment Program) participants were invited by Wyndham Council to serve coffee and cake to the public from the café in the sensory gardens.



Our Achievements:

Establishment of the Mambourin Training Centre.

New corporate customers for our supported employment enterprise.

An increased number of new programs and opportunities at our Day Services and WAM.

Werribee South sale.

Werribee site renovations.

Achieved outstanding results in our quality and financial audits.

Received a number of significant grants to support professional development of our supported employment officers.

Undertook a pricing review for service provision under the NDIS.

Conducted an external review of our Board, which confirmed that our governance is strong and constructive.

Supported participants and their families and carers with understanding the NDIS.

Established an innovation fund to support future initiatives.

Head Office and Warehouse (ADE)

159 Derrimut Drive
Derrimut VIC 3030
9731 9200

Training Centre

2/135 Derrimut Drive
Derrimut VIC 3030
9731 9212

Allara

Cnr Miles and Ballarat Road
Deer Park VIC 3023
9361 8500

Altona

130 Queen Street
Altona VIC 3016
9398 4022

Bacchus Marsh

164 Main Street
Bacchus Marsh VIC 3340
4411 8701

Braybrook

Ravenhall Street
Braybrook VIC 3019
9313 0800

Sunshine

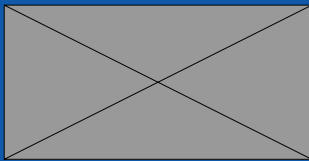
50 Stanford Street
Sunshine VIC 3020
9364 7999

Melton

1 Collins Street
Melton VIC 3337
9971 5927

Werribee

11 Walls Road
Werribee VIC 3030
9731 8210



Mambourin Enterprises Ltd acknowledges the support of the Federal and Victorian Governments

Mambourin Enterprises Ltd

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Email contact@mambourin.org

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