

breakaway

TOOWOOMBA

Annual Report 2020-2021

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Our Vision

To ensure people with a disability live a life of quality are self-reliant, independent and included in the community.



Our Mission

To ensure people with disability and their family are valued, respected and included in the community.



Guiding Principles

Breakaway Toowoomba Inc:

- Is family-focused and recognises the right of all people to have their needs met in a dignified and respectful manner
- Will be flexible in the support that is provided and to change as needs change throughout the lifespan of the family
- Will achieve its mission by consulting with families, enabling them to participate actively in the decisions that affect their lives
- Welcomes and empowers families to be actively involved in shaping service direction through association membership.



Our Story

Breakaway Toowoomba Inc. (Breakaway) began in 1986 when a group of parents united to provide a respite service for families in Toowoomba and nearby regions. This basic service was run by parents who volunteered their time, until funding became available from the Commonwealth Department of Health and Housing for staff wages and rental premises.

The organisation was instrumental in changing the focus from centre-based group support to an individual, community-based approach. The programs were expanded so that families had a choice between in-home care, community-based support, and short-term centre-based support, depending on their individual needs.

In July 2004, the organisation changed its name to Breakaway Toowoomba Inc. (Breakaway) as it is known today. Since this time of change, the organisation has continued to evolve and grow, resulting in more services being made available to a greater number of families.

Breakaway was first granted certification in February 2007 and was recertified in March 2010 by the Internationally recognised quality assurance authority, the Institute for Healthy Communities Australia (IHCA). This certifies that Breakaway has demonstrated compliance with the Human Services Quality Standards and indicates to our staff, carers and community that they are able to feel confident about the standard of support that they will receive.

In November 2009, Breakaway commenced an innovative accommodation service to support, 24 hours a day, sustainable housing tenancies for six (6) adults with disabilities whose parents or carers are ageing. This service is located at the 'The Anden', a former seven (7) room Bed and Breakfast at 252 North Street. This service offers exciting opportunities for independent living. The key characteristics of this service includes a relatively low-level support and a structured program of life, social skills development, all with the aim to promote independence by empowering the individual through a person-centred, strength-based developmental approach of supports.

With the community's rapidly growing need for the services provided by Breakaway, we acknowledge that there is a need to respond quickly and efficiently with adequate infrastructure. Hence, in early 2008 Breakaway purchased 1500sq metres of land at 461B Bridge Street for the purpose of building a second guesthouse. With the culmination of an 8-year project 'Breakaway on Bridge' was officially opened on Friday 6 March 2015 by the Hon. Ian Macfarlane MP, Federal Minister for Industry and Science and member of Groom. BoB (as it is affectionately known) has five (5) beds for clients and two (2) for staff, as well as a large room for day respite.

Since then, Breakaway has opened multiple Supported Independent Living (SIL) houses. In 2019, Breakaway opened our first Specialised Disability Accommodation (SDA) house where we assist clients with high support needs. Our support enables participants to live independently with the assistance of our services when required to manage their home and independence. This includes learning basic day to day tasks such as meal planning, paying bills, budgeting and cleaning.





Our Services



In-Home Respite

Our in-house Respite Service option provides caregivers with a much needed short-term break by providing support within the comfort of your own home environment.



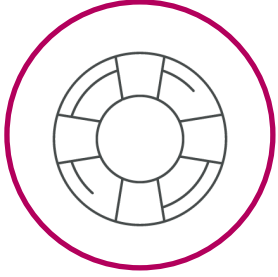
Respite

We have a state-of-the-art respite facility located in Toowoomba, where we can provide emergency or short-term stays based on your needs and available NDIS funding.



Supported Independent Living

Our Supported Independent Living option provides assistance to those with a disability who are wanting to move into their own home.



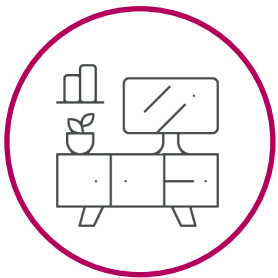
Emergency Support

With our emergency support, we offer both day and overnight respite care for emergencies or crisis situation. Based on availability, we will endeavor to assist you within our respite facility located in Toowoomba.



Community Participation

At Breakaway, our community participation support allows people with a disability to actively participate in everyday activities or enjoy activities that may be difficult to access without assistance.



Daily Living & Domestic Assistance

Domestic assistance encourages active participation with daily living tasks and teaches everyday skills. Our experienced staff support participants with everyday living tasks and also assist them with learning independence.



Our Board Members



Shane Kamler
Chairman



May McGarva
Treasurer



Russel Bianchi
Board Member



Karen Glasby
Board Member



Matthew Harth
Board Member



John Patterson
Board Member



Rochelle Ferriday
Board Member



Chairman's Report



When I commenced on the Breakaway board in mid-2019, I wanted to give my time to an organisation that, like myself, was born and raised here in Toowoomba. At that time, I had no idea that I would get so much satisfaction from working with a dedicated board, management and staff who make up the fabric of Breakaway Toowoomba. As your current Chairman, I am honoured to be providing this report to the Breakaway membership.

We have again experienced a year that has been anything but normal. The ongoing threat posed by the COVID-19 pandemic is still foremost in our minds, whether it be for personal or business reasons. When this threat engulfed us in early 2020, we did not realise how it would impact us both financially and socially. After almost two (2) years, who would have thought that QR codes to check into businesses, social distancing, and mask-wearing would become our way of life.

Yet again this year, our operational and finance teams have been the backbone of the organisation. They have provided the necessary support for our dedicated network of carers to ensure that everything is in place for our most important stakeholders – our clients.

Despite the challenges that COVID-19 has given us, the business continues to be in a strong financial position. Our net profit (\$902,383) for the financial year ending 30 June 2021 exceeded our previous year's result by just under 7%, which given the economic climate we have been working in, exceeded our expectations. The strength of our balance sheet has allowed the Board and Management to provide resources, tools, and support to our staff to deliver superior care to our clients.

During the year, to assist our staff, we upgraded and incorporated a number of software programs which have improved efficiencies and enhanced our ability to maintain accurate records. In the ever-increasing complexity of business, these advances will be invaluable.

Also, during the year, we looked at a variety of ways to broaden our finance options including applying for a small number of grants. I am pleased to advise that Breakaway has been successful on two (2) occasions. These funds will assist us in providing education for staff, as well as enabling us to freshen up the entry to our Mort Street office. Given our success in securing this type of funding, we will continue to pursue this in the future.

The resignation of our Chief Executive Officer (CEO), Carolina Williams, in July, created a hurdle for the business. Where would we find the right person to guide Breakaway through the minefield of the NDIS at a time when the economy is in a state of flux? After an extensive process that attracted interest from high-quality applicants based both locally and interstate, the Board is confident that our new CEO, Jennifer Inglis, is the right person. Jennifer has been with Breakaway for just over 12 months as Operations Manager, enabling her to quickly adjust to her new position which she commenced on 8 September. Like any new CEO, I am sure that Jennifer will bring new ideas and aspirations for the Board to consider moving forward. The Board is looking forward to this next part of the Breakaway journey.



Since the last Annual General Meeting, a number of the faces on the board have changed. David Nugent left to attend to pressing needs in his life.

Ron Robinson came on board prior to the last Annual General Meeting and was elected to the position of Chairman. He resigned from the board in July to pursue a career opportunity. I would like to take this opportunity to publicly thank Ron for his insight and commitment to Breakaway whilst he was chairing the Board, his leadership emboldened Board members to grow, offer their input, and contribute to the ongoing success of Breakaway Toowoomba.

With a view to strengthen the capability of the Board, we embarked on a recruitment process. Our search has resulted in our welcoming two (2) talented professionals to the team, John Patterson and Rochelle Ferriday these capable individuals will quickly meld with the existing members of the Board and Management.

There is no doubt in my mind that the future of the Disability Services Industry and Breakaway will be filled with ever-changing challenges. For several of our clients the “NDIS experience” has been anything but pleasant, frustrations about delays, inconsistencies, and a lack of transparency in how decisions are reached, have been aired. The NDIS continues to evolve, and it is hoped that the positive changes to systems, services and decision making will enhance the overall experience for participants, families, and carers in the future.

Our role in all this is to have the right processes and people in place to support existing and future clients through the maze of this bureaucracy, thus ensuring we can provide them with a home that they feel happy, comfortable and safe to live in.

Finally, I would like to take the opportunity to thank all my fellow Board members for their continued effort and support. I believe that we are all privileged to be part of this organisation and I look forward to seeing the increasing benefits of the great work that has been achieved during the past year.

Shane Kamler

SHANE KAMLER

Chairman, Breakaway Toowoomba



Message from the CEO

A year in reflection will always bring to light things that worked well, things that we could do differently, things that we can learn and grow from and process improvements that strive for best practice. My focus here is on the things that worked well. We will take the learnings and apply those to our work going forward, but now is the time to celebrate the good things about Breakaway.

Since the virus began to ravage the globe almost two (2) years ago, by the end of October 2021, the world had seen five million deaths from COVID-19. While Toowoomba has been lucky in escaping much of the impact of this pandemic, there have been many rigors to managing compliance with restrictions and health directives, straddling state and federal guidelines. Breakaway has been agile in our response to ensure business continuity and protecting the safety and wellbeing of our clients and workers. We adopted a hybrid model, working in the office and from home. Staff have had to pivot to support emergency lockdowns in our houses, travel restrictions on workers providing support to clients and a sharp reduction in community access for clients.

With the safety of our clients and workers, in recent months we facilitated in-reach COVID-19 vaccination for all clients in our houses and offered clinics for field workers and office staff.

After undertaking an external audit against the quality standards set by the NSIS Quality and Safeguards Commission, Breakaway received full registration by the National Disability Insurance Scheme (NDIS). This was achieved through implementation of process improvements, streamlining record keeping and a proactive approach to incident management and as a result, we have no incidents and or complaints open to the NDIS Commission. Our internal audit practices also focused on worker safety, particularly protecting workers from workplace violence and aggression. We have developed and implemented strategies to reduce risk of harm, record, track and monitor incidents related to workplace violence and aggression.

To provide stability to our workforce and in turn continuity for our clients, workers who have been on casual employment arrangements have been offered to transition to permanent part time employment contracts. We are proud of the diversity that Breakaway has in the workforce, with more than 50% of workers being of cultural and linguistic diverse backgrounds.

As COVID-19 restrictions eased, we were able to kick start our social group activities and we have seen a rise in participation, including clients who are supported by other organisations, to come along and join in, this expands the social connectedness of our clients with other people within the community more broadly. Events have included dinner dates, ten pin bowling, other social activities, and regular barbeques at the Mort Street office to mark special days and national initiatives.

This year we worked on operationalising the strategic vision and mission for Breakaway. We have explored expansion of our footprint across the region, expanding business and service offerings, including bringing allied health providers under the roof and applying for grants and other funding. We were successful in securing funding from the Queensland Gambling Benefit Fund for a community space at our Mort Street office and the Easternwell Group funded education on nutrition and meal preparation for our workers in the houses.



I acknowledge and thank these funding bodies for their recognition and support of Breakaway.

Since June 2020, we have seen a 79% growth in supported independent living and a 59% increase in respite. Our service delivery offerings have expanded to include emergency respite for children entering out of home care. This special service provides a soft place to fall for some of the most vulnerable in our community, children and young people.

I would like to personally thank each and every member of the Breakaway team including our dedicated volunteer Board members, office staff and field workers, without whom we would not have an organisation to provide service and support to our very important clients and their families. Looking to the future my focus is to get back to grass roots, to place the client at the center of our service delivery model, to be the organisation of choice for the strengths-based services and personalised support that we offer. I commit to our workers as well and aim to be an employer of choice where we support each other and lift each other up to strive for excellence in a safe and happy workplace.

Jen Inglis

JENNIFER INGLIS
Chief Executive Officer

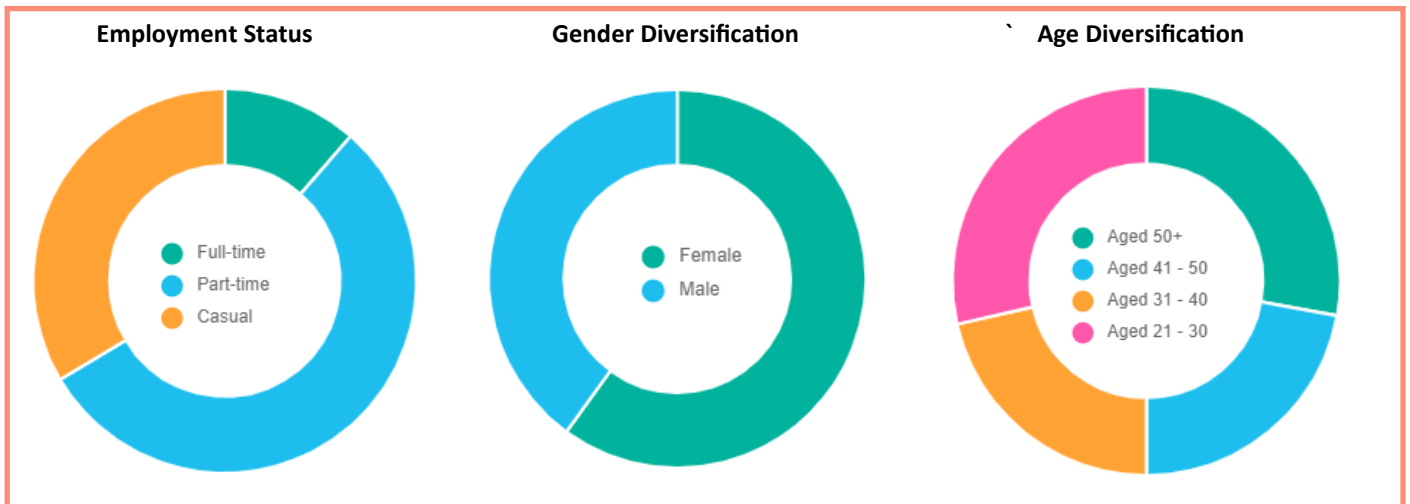


Our Team



Breakaway commenced FY21 with 125 staff and by year's end had 149 personnel (an increase of 19%), comprising of:

- 20 full-time staff
- 67 part-time staff
- 62 casual staff



'My name is Biju Varughese, I have been working for Breakaway for almost three (3) years. I started as a support worker, followed by a Team Leader position. Breakaway was my very first job in the disability sector, also, I am from a different cultural background, and I speak a different language. I have been welcomed at Breakaway, everyone respects my background and shows interest in me and where I am from, and some even try to learn some Indian words. During my years of working with Breakaway, I have gained a comprehensive understanding of people with a disability. Coming from another country, I have additional experience which is an asset as I can view problems from a different cultural perspective. I adapt to changing environments with ease and enjoy working with people from diverse backgrounds. I feel respected and included in the Breakaway team, and that makes me feel like we are all part of the Breakaway family. It is my pleasure to work with the Breakaway team.' – Biju Varughese



Our Team

Celebrating dedication to Breakaway

22 Years
Mark Eelkema

13 Years
Paul Van Der Beek

10 Years
Anthony Appleby
Gavin Sabburg

7 Years
Taleah Williams
Jack Wilson

12 Years
Keith Klass

8 Years
Fiona Goodfellow
Catherine Sharp
Neil Williams

5 Years
Miguel Close
Craig Ballard

2 Enrolled nurses

7 Registered nurses

Over 50% of employees are from a cultural and linguistically diverse background



I'm Gavin Sabburg and I have been with Breakaway for a decade now. During this time, I have worn many different hats. Currently, I enjoy my role as Client Liaison Officer, as I get to work with workers and clients, some of whom have been here as long as I have.

Breakaway has always been client-focused; we take the time to learn about our clients and their goals. I pride myself on matching the right support workers with the right clients who will support the clients to achieve their goals. Breakaway has a great family atmosphere, which is why I love working here.

Highlights

Supported Independent Living

We have had some great success stories during the financial year in the Supported Independent Living (SIL) space. There are currently no vacancies in the homes we support. Callam and Baxter enjoyed their first-year celebration of their SIL home (pictured).

We are particularly proud of how three (3) of our residents have settled in their homes, where their behaviours previously prevented working towards goals of community access. Through providing stability and an environment to feel comfortable in, these clients are now more involved with their community and will continue to explore new possibilities.

One of our participants, had so many behaviours that were impacting on his ability to live safely in his own home as well as accessing the community, when he first moved into his Breakaway home. Reducing his aggression was key, which meant professionals looking at his compulsions, after assessment, strategies were introduced to help the participant move towards living a little more independently and comfortably in his own home. His quality of life has improved significantly and in his next NDIS plan, we hope to work further towards his goals.



Callam & Baxter celebrated their first year at their SIL house

Some of the feedback we've received over the last year has included: *"I am over the moon with Breakaway Services. We are so grateful to all of your staff—the care has been exceptional and your commitment to our son is really appreciated."*

2,732
Sleepover
Shifts

Community Participation

The variety that Breakaway provides regarding community participation is extensive. We have supported numerous clients to get out in the community to enjoy activities such as: visiting the Darling Downs Zoo, attending the gym, playing mini-golf, golfing, attending driving lessons, going out for meals, enjoying horse riding and bowling. We provided support to a couple of young men to attend Brisbane Magic Round.

198,147
Total
Supported
Hours

26,423
Completed
Jobs





Highlights

2
Specialised
Disability
Houses

7
Supported
Independent
Living

Respite

Our respite facility is a place where guests can come for a break, although it is a respite centre, Breakaway encourages guests to develop their independence and help around the facility. One of the guests likes to water the garden, he takes pride in helping the team. Breakaway has a guest who lives remotely that comes to respite once or twice a year, his goal this year was to try something new. He enjoyed minigolf for the first time, something he had seen on TV and he talked about for so long, and with support, he was able to enjoy the experience.

The guests improve their skills and confidence through activities such as cooking, guests are supported throughout the journey, they discuss and plan what to cook, gather the ingredients and are then shown how or supervised to prepare their own meals. Guests come together at mealtimes to share food and conversation. Group dinners are regularly held for guests to socialise, meet new people, and develop social skills.

Feedback from our families: *"Will definitely recommend your services and call you in the future"*. We hope to keep offering a service that meets the needs and goals of the client and along with the social group, explore more opportunities for our clients in the future.

Specialised Disability Accommodation

One of our clients came to Breakaway on Bridge while the team was applying for his property and package. After suffering a severe head injury, he had limited speech and needed one to two people to assist him with all transfers. After a month at Breakaway on Bridge, and with the support received, he regained limited speech and eventually was able to walk with supervision. Upon arrival, he was reserved and did not socialise with others, however, after weeks, his cognition and physical strength improved, he commenced engaging more and more and eventually began helping with grocery shopping and meal preparation.

In December, he was approved for his SDA and moved into his new home. All his belongings were moved into the house, when he arrived and saw his new home, his room, his belongings, and a gift from his mother, he smiled from ear to ear. All-day he walked around the house looking and smiling. Some of the staff he knew from Breakaway on Bridge continued to provide community participation, this continued care and familiarity provided a smooth transition.



Tavis was so happy when he moved into his SDA house



Marketing

Breakaway has developed the brand identity to ensure consistency across the organisation. An extensive range of new marketing materials, including newsletters, flyers, brochures, business cards, name badges and branded merchandise was developed. A revamped and more informative website was developed, one that now includes a means for supportive folk to make donations directly.

In the past year, Breakaway attended three (3) expos, had regular advertisements in the Toowoomba Chronicle, What's Up in Disability magazine and the St Andrews Hospital patient information guide. A television advertisement was produced in 2020 for Channel 7 advertising, as well as a promotional video in 2021 for events and expos.



Social Group

In February 2021, after being canceled in 2020, due to COVID-19, we were pleased to re-start our Social Group/Creative Life-skills program. The Social Group changed in the way it previously operated, where a social activity is held every Friday night was developed. This initiative quickly gained traction and now a regular group of enthusiastic people attend each week.

Human Resources

The past financial year has been a busy time for the Human Resources team, with the recruitment of 38 people.

New software has been introduced to assist in managing employee on-boarding, probity and compliance. Managing workplace violence and aggression training was delivered to each Breakaway employee via iinduct, an e Learning Platform. All staff were issued with an ID card which assists them to identify as a Breakaway team member. These cards are kept on their person to be produced when needed.



Safety and Compliance

Over the past financial year, Breakaway has significantly improved its quality and safety systems, with the employment of a specialised Safety & Quality Coordinator. This staff member has been tasked with the evaluation and oversight of our systems, identify gaps and offer suggestions for improvement, implement controls, including updates and management of documentation, commencement of internal audits for all systems and operations, implement worker incident management processes and conducting 'fitness for work' tests. In addition, the streamlining of organisation processes such as preferred suppliers, procurement, and tracking use of consumables has been instigated, we are confident that great strides have been achieved.

By implementing a formal structure and by prefixing all documentation, in a consistent way, has provided an efficient approach to the management of essential policies, procedures and forms. The operational change over to SharePoint, has provided a 'one stop shop' location for all document types and has allowed document control to become streamlined and simple.

Coronavirus continues to pose a risk to our workers, clients, and the community. Breakaway has maintained a COVID-19 free workplace during the pandemic which is an accomplishment that we are proud of.





Treasurers Report



Thank you for attending and being part of the 2021 Annual General Meeting for Breakaway Toowoomba Inc.

On behalf of the Board, I am pleased to present to you the Treasurer's report for the 2021 year. It has once again been a most-rewarding privilege to serve on the Board and as Treasurer of Breakaway Toowoomba over the past 12 months.

I extend my sincere and heartfelt thanks to all our wonderful participants and their families who have welcomed Breakaway into their lives and entrusted us to provide you with care and support.

And to our wonderful Breakaway team, I am filled with pride for the work you do and thank you for making all this possible.

From both an operational and financial point of view, it has been yet another challenging year navigating the ups and downs of COVID-19. This has been compounded by the plethora of changes in the industry from ever increasing regulation to funding model changes and de-regulation.

The end of 2020/21 financial year ushered in a change with Chief Executive Officer (CEO), Carolina William's decision to leave Breakaway to pursue other interests. It is with great respect that we acknowledge Carolina's contribution to the organisation over recent years and with great excitement that we welcome in our new CEO, Jennifer Inglis.

Although I speak personally, I have no doubt I am speaking in tune with all the Board members in saying that we are extremely excited to work more closely with someone with as much passion for the disability sector as Jennifer Inglis.

Despite the challenges that the industry and COVID have presented, our dedicated team has managed to grow the size of the operation and we have further secured our financial position.

This financial strength provides the organisation with a level of buoyancy upon which new projects – large and small – can be investigated and implemented. It is exciting to see the work from our Strategic planning sessions earlier in the calendar year begin to take shape through Jen's leadership and dedication.

Following on from the significant investment last year in internal infrastructure, processes and systems and new software, we have continued along this path in the last 12 months. We still have more work to do. This is and has been an intentional and deliberate process towards creating a world-class organisation supported by efficient and robust processes. This may all sound very “clinical” however not only is this essential for risk-management and has supported our growth to date, but it also stands us in good stead for the future. It ensures we provide opportunities for growth and development for our Breakaway team. We can go forward with greater confidence that strong processes and systems provide the backing for exceptional service delivery to those currently in our care and equally, allows us to extend our care and reach to new families and participants who we may be able to help.

In addition to internal processes and systems the Board are actively supporting our CEO in our future strategic direction including exploring some small and big projects and new opportunities for the organisation and I am excited to see what Breakaway can achieve over the coming 12 months and beyond.

Key Financial Highlights

	2020 \$000	2021 \$000	% change	
Revenue - provision of services	\$8,731	\$10,673	22%	increase
Other Income	\$238	\$191	-20%	decrease
Employee wages and benefits (wages, super, employment ex- penses)	\$6,967	\$8,666	24%	increase
Total Expenses	\$8,124	\$9,962	23%	increase
Surplus (Net Profit)	\$845	\$902	7%	increase
Cash on Hand at End of year	\$1,939	\$2,253	16%	increase
Current Assets	\$2,478	\$2,808	13%	increase
Current Liabilities	\$1,168	\$627	-46%	decrease
Net Assets (Member Funds)	\$3,406	\$4,309	27%	increase

Despite challenges in service delivery because of COVID-19 and tightening of the NDIS funding model, the organisation has increased its revenue from the provision of services by 22%. This has primarily been achieved through growing our SIL housing and respite service.

Similarly, though expenses have increased by 23% primarily due to additional recruitment of additional team members to support our growth to date and beyond. Costs other than employee wages and benefits have been largely well controlled and budgeted for. This has resulted in a surplus for the 2021 year of \$902,000 which is a 7% increase on the prior year. I am pleased to report that the organisation is in a strong financial position.



Audit

Crowe Horwath were engaged again to conduct our annual audit and prepare the Independent Audit Report. A copy of their audit opinion is attached to the Annual report. I am pleased to report they have issued an unqualified audit opinion stating that in their opinion the financials give a true and fair view of the financial position of the entity and that the audit evidence they have obtained is sufficient and appropriate to provide a basis for their opinion.

They also commented in their management report that the internal controls and records were in good order and there were no significant deficiencies identified during their audit process.

In closing, I would like to extend my thanks to every family member and participant who has chosen to partner with Breakaway, we are excited and energised in our desire to provide you with service excellence.

And to our Breakaway team - I am sincerely appreciative of the expertise and dedication of our Breakaway team. When we look to the future, if the last 18 months is anything to go by, we may not always know what lies ahead but I am confident we look forward to the future inspired by your dedication and resilience.

Thank you

May McGarva

MAY McGARVA

Treasurer

B Com Grad Dip (CAANZ)



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Auditor's Independence Declaration

As an auditor of Breakaway Toowoomba Inc for the year ended 30 June 2021, I declare that, to the best of my knowledge and belief, there have been:

- i. no contraventions of the auditor independence requirements as set out in 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.

The declaration is in respect of Breakaway Toowoomba Inc during the year.

Crowe Audit Australia

Crowe Audit Australia

Bruce Preston CA
Partner

28 October 2021
Toowoomba

Liability limited by a scheme approved under Professional Standards Legislation.

The title 'Partner' conveys that the person is a senior member within their respective division and is among the group of persons who hold an equity interest (shareholder) in its parent entity, Findex Group Limited. The only professional service offering which is conducted by a partnership is external audit, conducted via the Crowe Australasia external audit division and Unison SMSF Audit. All other professional services offered by Findex Group Limited are conducted by a privately-owned organisation and/or its subsidiaries.

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