

# FINANCIAL REPORT

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We gratefully acknowledge and appreciate the on-going financial support provided by the Department of Human Services – Victoria, the Catholic Education Commission of Victoria, together with the significant contribution (both financial and spiritual) provided by the Daughters of Charity.

During the year renovations to two of the East Brighton properties were completed. A further three properties will be renovated in the new financial year. The total cost of all these renovations will exceed \$1.25M and will ensure our staff and clients will continue to live and work in comfortable and appropriate accommodation.

As always, we look to the new financial year with enthusiasm. However it is important to acknowledge that our sector continues to face financial pressures from normal cost escalation, increased competition for the charity dollar, and our desire to respond to increasing demands for our services. Pressures on our financial reserves will continue and increase so the need for prudent financial management is increasingly important.

The following is a summary of the financial position of Marillac House as at 30 June 2005. Full audited accounts are available from 47 Milroy St., East Brighton for anyone who would like to inspect them.

## PROFIT & LOSS REPORT

### INCOME

Grants Received	
Department Of Human Services	2,285,409
Catholic Education Office	136,308
	\$ 2,421,717
Client Fees	231,961
Interest	54,488
Donations	31,292
Other Income	62,874
	<b>\$ 2,802,332</b>

### EXPENSES

Salaries and Other Staff Related Costs	\$ 2,214,187
Client Services & Activities	197,433
Occupancy Cost	97,340
Depreciation	87,388
Other Expenses	202,741
	\$ 2,799,089

<b>SURPLUS</b>	<b>\$ 3,243</b>
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## BALANCE SHEET

### CURRENT ASSETS

Cash Assets	940,862
Receivables	27,779
Other	22,867
	\$ 991,508

### NON CURRENT ASSETS

Property, Plant & Equipment	411,053
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<b>TOTAL ASSETS</b>	<b>\$ 1,402,561</b>
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### CURRENT LIABILITIES

Payables	444,373
Provisions	128,847
	\$ 573,220

### NON CURRENT LIABILITIES

Provisions	41,674
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<b>TOTAL LIABILITIES</b>	<b>614,894</b>
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<b>NET ASSETS</b>	<b>\$ 787,667</b>
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# DIRECTORS

**FRANCIS MOORE** (joined Board 1990) is a partner in a major law firm and has 24 years' experience as a lawyer. He has been Chairman of Marillac House Limited since it was established.

**GERARD DEMPSEY** (joined Board July 2003) is a Chartered Accountant with experience in corporate, financial and management accounting. His background includes involvement with Board Audit Committees and corporate governance issues.

**JULIE KING** (joined Board 1998) holds qualifications in general nursing (RN), midwifery (RM) and community and maternal and child health, including a Diploma of Nursing Education and a Bachelor of Applied Science (Community Health). She currently teaches Child Studies in TAFE.

**PAUL LUBY** (joined Board 2002) works as a Senior Human Resources Consultant in the financial services industry, and also spends time caring for his two children. He has 20 years' experience in a variety of Human Resource roles in the private and public sector. Paul has an Advanced Certificate in Human Resources Operations and a Graduate Diploma in Business (HR Management).

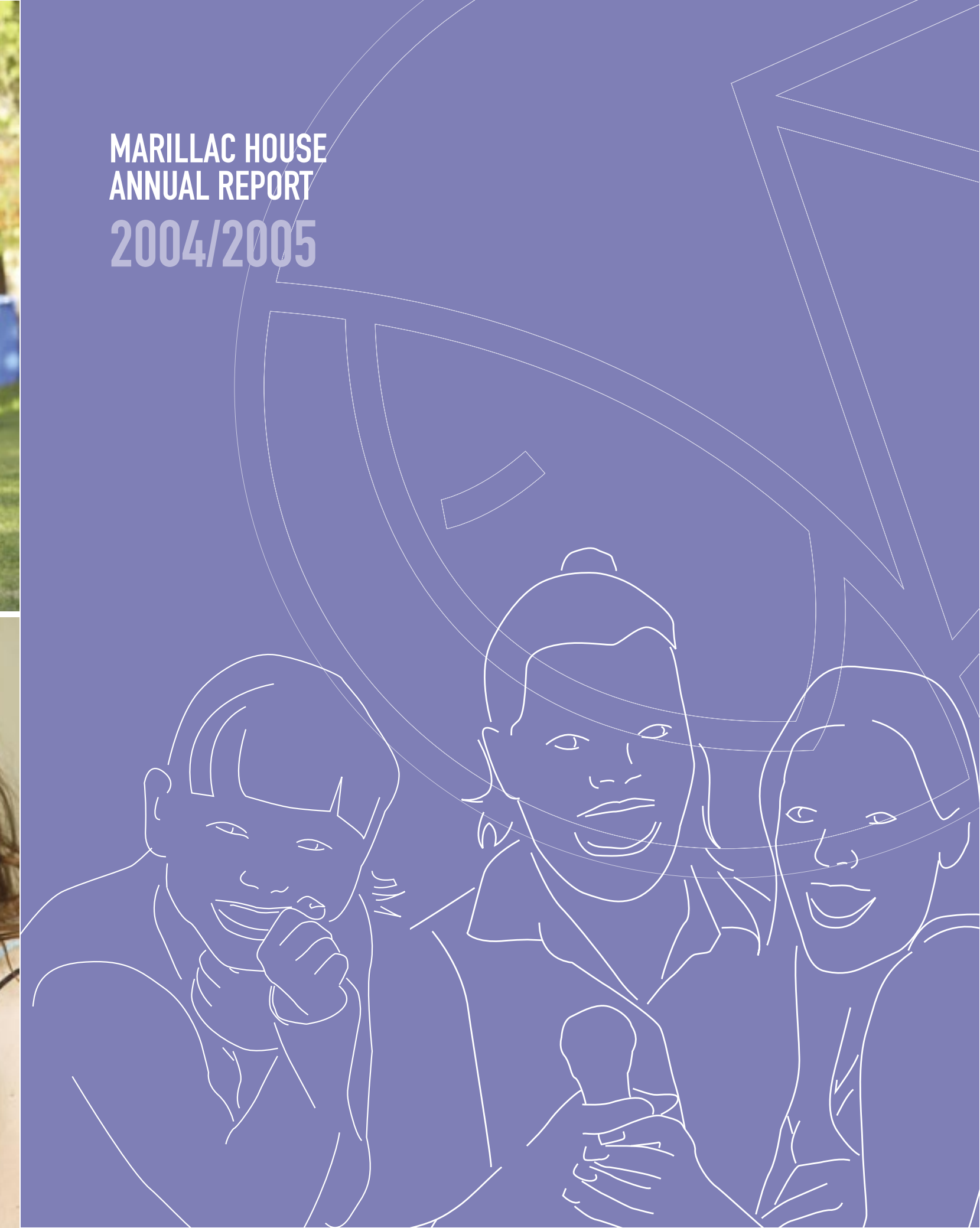
**DEBRA MCCARTHY** (joined Board 2000) has qualifications as a speech pathologist and over 26 years' experience working with young people, including seven years as Chief Executive Officer of Marillac House. Sr Debra is currently Provincial Treasurer and Provincial Councillor for the Daughters of Charity, and is the Daughters' delegate on the Board of Marillac House Ltd.

**DAMIEN WALSH** (joined Board 2004) is a Certified Practising Accountant, holds a Business Degree and is currently undertaking a Masters in Business Administration. Damien's experience is in the finance sector, predominantly credit unions (with areas of responsibility including Finance, Administration, Human Resources, Information Technology and Company Secretary). He is a member of the Finance Sub-Committee.

**JOHANNA SNELLEMAN** attends all Board meetings in her capacity as Chief Executive Officer of Marillac House Limited. Appointed in October 2000, Johanna came to the position of CEO with professional qualifications and considerable experience in the disability sector, both in Australia and overseas.



## MARILLAC HOUSE ANNUAL REPORT 2004/2005



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# THE CHAIRMANS REPORT

**I am pleased to provide this report on behalf of the board of directors for the year ended 30 June 2004.**

Marillac House comprises a community of people who share a common vision of creating an environment that will enable those we serve to achieve their desired outcomes in life. Our ability to assist in the achievement of these outcomes requires not only that we provide a safe, secure, supportive and caring home environment but that we also provide the opportunity for our clients to expand their horizons and be open to new experiences. It compels us to listen carefully as they articulate their hopes and dreams for the future. An important aspect of this role lies in educating our clients not only about their rights as fellow citizens but also their obligations and responsibilities and the parameters within which all members of the community must live.

This year has given us a number of opportunities to reflect on the contribution of the Marillac community over sixty years. Our 60th anniversary celebrations in November 2003 allowed us to gather together and acknowledge the contribution and efforts of many people who have supported and sustained Marillac House since its earliest days.

The departure of Sister Maeve O'Brien and Margaret Armstrong exemplifies the outstanding continuing support provided by the Daughters of Charity they created, staffed over more than fifty years and continue to sustain through their prayerful, practical and financial support. While we were sorry to lose Sister Maeve we wish her well. We recognise the challenges faced by the Daughters of Charity in placing their sisters having regard to the many demands made upon them to support works dealing with significant need. We are delighted to be able to welcome back Sister Margaret who has had a long family and personal association with Marillac House and are sure that her presence will help keep alive the spirit of Louise de Marillac and Vincent de Paul within the Marillac community.

My fellow directors continue to work professionally and selflessly. A number of significant projects have required their careful attention during the year. Having received approval from the Department of Housing for the construction of a shared housing facility in Clayton as part of a joint venture with the department, Daughters of Charity and Australian Catholic University it is very pleasing to report the completion of the project and that the three units are now occupied. Australian Catholic University have been a willing and supportive partner in the development of this innovative housing model and it is with their support that Carmelita Gay a student from the University has obtained a scholarship allowing her to occupy one of the units.

Considerable planning and attention has also been given by the board to the proposed redevelopment of the Brighton houses. Such extensive and costly work necessarily requires that careful consideration be given to the

needs of our residents and staff as well as the financial implications. I am confident that by the time of the next annual report that the majority of this work should be completed and that all our residents will enjoy their enhanced and refurbished accommodation.

Having determined that we should seek accreditation from the American Council on Quality and Leadership considerable time, effort and financial resources were committed to prepare the agency for assessment. Preparations involved the training of staff, the review and rewriting of policies and procedures and meetings with clients and their families to review and where necessary revise their personal plans. These preparations for the assessment process in conjunction with all the other changes occurring within the agency could not have been made without the dedication, commitment and support of our management, staff, clients and their families. On behalf of the board I express our gratitude to all concerned for their efforts.

In June 2004 Richard Cameron resigned as a director after more than 10 years on the board. During his tenure Richard was also the Deputy Chairman of the board and Chairman of the Finance Committee. The sound financial position of the company and its capacity to undertake all this work is a testament to Richard's management and financial expertise. Richard's special interest in people with a disability have helped us remain true to the vision of our founders the Daughters of Charity and to the spirit of Louise de Marillac and Vincent de Paul who inspired them. We thank Richard for his contribution and wish him well for the future.

The implementation of all of these plans alongside the daily operation of the service could not have occurred without the leadership of our management and the commitment and support of our dedicated staff. We acknowledge the leadership provided by the Chief Executive Officer Johanna Snelleman and extend our appreciation to her and to all of our staff for their efforts.

The Department of Human Services continues to be a significant partner in our work through the provision of financial support and access to the expertise of its staff. We extend our appreciation to the Department for the support it provides and look forward to strengthening our partnership in future years.

While I am sure that the coming years will provide us with numerous challenges to confront I am confident that the foundations now established leave us well placed to meet these challenges as they arise.

**Francis Moore**

# THE CEO'S REPORT

**This year we continued to seek new and better ways to meet the needs and wishes of the children, adolescents and adults who use our services.**

Early in the year we achieved accreditation from the American Council on Quality and Leadership, recognising how we have changed our policies and day to day practices to be more truly 'person centred'. We also now measure the quality of our services using the only criterion that really counts – how happy people using our services are with the outcomes they get.

Our accreditation came after many months of hard work, and I thank everyone who was involved in that long, rewarding process.

Of course accreditation is just one more step in the real journey, of becoming more and more responsive to the expressed wishes and needs of the people who use our services. It's an exciting and challenging journey for everyone involved in providing services to people with disabilities, and we have made some real advances this year.

Some people using our services now receive "Support and Choice" packages from the Victorian Government, to help them live more independently in the community. We have introduced new services, and expanded our existing Marillac Accommodation Support Team (MAST) services, to cater for their needs. We help them develop community connections, access recreation, medical services and personal care, and learn skills including travel, budgeting, banking, cooking, cleaning and gardening. Given how extensively we have expanded these support services, we are now considering whether the MAST service should be renamed.

We continued to pursue innovative accommodation, so people can enjoy greater independence while also having the kind of practical and emotional support they want.

This year we began work on a pilot project to offer housing in a "keyring" style, called Neighbourhood Networks. The accommodation, based on a successful English model, gives people both suitable housing and connections with other people living nearby, whom they can contact as and when they wish. Many young people express a wish for accommodation that is independent but also supportive, and Neighbourhood Networks is progressing well as an option to meet that need.

We also celebrated the formal launch of our three-unit development in Clayton, by the Minister for Housing, Candy Broad. The units, under the Victorian Government's Social Housing Innovation Project, were completed after two years of planning. We are delighted with the success of this innovative project, and are now considering an appropriate name for the completed development. Our thanks again to the Victorian Government and the Daughters of Charity for supporting and financing the building project.

While we continue to initiate new accommodation options, we are also very mindful of the need to keep existing housing up to date. We have several houses in the Brighton area where we offer fully staffed, high support accommodation, and this year we began a major project to upgrade all the properties. Two house upgrades have been completed so far. My thanks to the Board for their supportive leadership on this project, to the Daughters of Charity for their continuous support, to architects Bill Mitsoulas and Associates, and to Dalton Builders.

At the end of the financial year I had the great opportunity to take up a Harvard Fellowship, and join 150 CEOs of non-profit organisations from around the world in a workshop to discuss major strategic challenges. We pursued issues including scaling, franchising and corporate partnerships, as well as our primary challenge of becoming more person-centred in all we do. I also visited a number of organisations in North America who are further along the journey than Marillac, and learned a lot about how they have approached the strategic and practical challenges we face.

Reflecting on the past year, there are many people I would like to thank:

- First, my thanks to all Marillac's staff. They not only come up with new ways to better meet daily challenges, they have also initiated many creative solutions to achieve broader personal goals and improve our services.
- Marillac's Board of Directors have again provided wonderful support for our work. I especially thank Beryl Ward, who retired during the year, for the many years of thoughtful and practical support she gave me and my colleagues.
- The Daughters of Charity continue to give us invaluable personal, spiritual and financial assistance.
- Our supporters and service partners have also been wonderful to work with again this year. Giving people who use our services genuine choice, opportunity and fulfillment is a real challenge. We can only meet that challenge in partnership with many other agencies and individuals, so I thank them for their co-operation.
- Finally, as always, my great thanks to the people who use our services, and their families. We pursue innovation to better meet your needs, but we also rely on your support and co-operation to meet the many challenges these changes bring. Our aim is that every innovation is a response to your wishes and needs, and brings real improvement to your life.

**Johanna Snelleman**

# INNOVATIONS

## Person-centred services

Early in the year we achieved accreditation from the American Council on New "Support and Choice" support and outreach services. We have restructured our Marillac Accommodation Support Team (MAST) activities, and expanded the services we offer to support people living independently in the community. We have forged closer relationships with other community services, to expand the options we offer, and to support people in building a wide (and growing) range of skills and networks. We have also stepped up our efforts to communicate better and more regularly with existing and potential users of these support services.

"Neighbourhood Networks" keyring model. We are creating, with the Office of Housing and other accommodation and service providers, a pilot project that provides up to eight people with disabilities the support and connections to live independently.

Launch of new housing in Clayton. Victoria's Minister for Housing, Candy Broad, officially launched independent accommodation that Marillac now offers in Clayton. Two women live independently in a block of three self-contained units, using our support services as they need to, with a Catholic University student as their neighbour. This innovative housing model gives people the chance to enhance their independence and connection with the community in a safe, supportive environment.

Redevelopment of houses in Brighton. Completed upgrades of two houses, making sure people have suitable, up to date accommodation if they choose these fully supported housing options. This project has enabled us to introduce significant improvements to the quality of life of people living in the houses. For the first time there is overhead hoisting in bathrooms, and overall accessibility has been greatly enhanced.

Accreditation by the US Council on Quality and Leadership. We achieved formal accreditation, based on the ways we improved our service planning, development, delivery and evaluation so they are genuinely focused on the expressed wishes and needs of individuals using our services. A major part of this project was implementing Personal Outcome Measures, to evaluate all activities according to how well they deliver the specific outcomes chosen by people using our services.



# SERVING FROM THE HEART SINCE 1943