



ANNUAL REVIEW
2016

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INTRODUCTION



TRADITIONAL OWNERS

We'd like to take this opportunity to recognise that we respect and embrace the Aboriginal elders and people of this region as the traditional custodians and cultural knowledge holders of this land.

We further acknowledge the cultural contributions of Aboriginal and Torres Strait Islanders with disability, and reaffirm our vision of a world where every person is welcomed.

PURPOSE OF OUR ANNUAL REVIEW

Sunshine's annual review isn't just a progress report or a review of our achievements and highlights during the 2015 - 2016 financial year.

It's also a story – a story about the people we work with every day and the people we support to achieve greater independence, and have a great life.

We want to show you – our valued supporters, community partners, volunteers, the government agencies whose help we couldn't be more grateful for, the families who give so much of their time and support, and anyone who is considering becoming part of the Sunshine story – exactly how your support is making a difference.





ABOUT SUNSHINE

Sunshine's purpose is working together to create possibilities for a great life.

We are proud to say we are one of NSW's leading service providers in the disability sector. As an NDIS provider, we currently support people in the Hunter, Nepean and Blue Mountains regions. We are also registered to provide support to people across Sydney and the Central Coast, Hunter and Nepean Blue Mountains region.

We were founded in 1924 by Dr Lorna Hodgkinson. Her indomitable spirit not only saw her become the first Australian woman to ever hold a PhD from Harvard, but also a pioneering advocate for bettering the lives of people with disability.

WHAT WE DO

At Sunshine, we look forward to every day - because every day we're doing something real and tangible to support people with disability.

We are incredibly grateful for the individual funding we receive through the NDIS and other government-funded packages – funding which allows us to offer life-changing services to the people in our region.

We operate supports through funded programs such as:

- Accommodation Support & Shared Living Arrangements
- Supported Living
- Community Access
- Supported Employment
- Transition to Retirement
- Transition to Work
- Respite
- Art Studios

While we now begin the full transition to the NDIS, we will continue to offer similar supports within less structured programs.



A JOINT MESSAGE FROM OUR CHAIRMAN & CEO



STEVEN GREGG



REBECCA FLETCHER

Sunshine has been in existence for more than 90 years, making it one of Australia's longest and most continuously operating support providers.

Throughout its existence, we've managed to deal with many uncertainties and the occasional problem, whilst at all times maintaining an outstanding level of service and commitment to our clients.

Since our 2005 devolution, clients have achieved a greater quality of life and personal growth by living in their own homes. During this time, we grew our organisation from an annual turnover of \$8 million to a current turnover of around \$38 million.

Sunshine continues to be one of the most respected disability service providers in NSW, and we have continued to uphold Lorna Hodgkinson's legacy of providing exceptional support to people with disability.

In 2013, the Federal Government announced and subsequently introduced the National Disability Insurance Scheme (NDIS). It is the largest social policy change since the introduction of Medicare in the mid-1980s. Under the NDIS, clients will be funded individually, allowing them to have choice and control over the assistance they want and from whom they receive support.

Significant challenges and uncertainty brought about by the introduction of the NDIS have required the Board and management to revisit our strategic plan and corporate and organisational structure.

In undertaking this review, our primary objectives are to safeguard the organisation's assets, investments and endowments, continue to offer a robust and more transparent operating structure, and ensure an ongoing high-level service to our clients under the new operating environment.

In this regard, the Board and Management decided to create a new structure comprising a foundation, Lorna Hodgkinson Foundation; and an operating company, Lorna Hodgkinson Sunshine Home Limited ("Sunshine").

LEADERSHIP

Our CEO, Rebecca Fletcher, and the senior team have led the way in driving systemic change. Their strong commitment to the organisation inspired the whole of Sunshine in enabling changes where required.

The Board is composed of committed and skilled individuals whose mantra is to make a difference in the lives of people with disability and their families. Recently, we farewelled two of our long-serving Directors, David Ross and Dr Bee Hong Lo, at a dinner at the Avondale Golf Club. The evening was attended by current and past Directors.

We also welcomed three new Directors, Mr Alex Gelman, Ms Roberta Ryan and Dr Gillian Brooks. We look forward to the contributions these new Directors bring to the organisation and the sector.

PARTNERSHIP

Sunshine and Autism Spectrum Australia (Aspect) – Australia's leading service provider for people on the autism spectrum – signed a strategic alliance in July 2015 to develop new programs and initiatives as the NDIS is rolled out in NSW. This is Sunshine's first ever formal strategic alliance with another organisation. This alliance is focused on opportunities that will arise with the roll-out of the NDIS in NSW and the transfer of NSW government services to the non-government sector.

SYSTEMS AND STRUCTURES

Our IT systems and infrastructure continue to be top of our agenda.

The recent roll-out of our client management system not only facilitates better quality of service to our clients, but also paves the way for our internal processes to be aligned with the NDIS, truly enabling our systems to be fit for purpose.

The year in review saw the development of Sunshine's capability framework.

This framework will tie in with the job design and performance expectations, allowing ease of staff supervision and support as we continue to build our capability and culture.

STRATEGY

The Board and Management spent a day reviewing the strategic direction of the organisation.

A number of significant issues impacting Sunshine's current operational and future growth were discussed at length.

In particular, the issues around the roll-out of the NDIS and concerns with regard to participating in the transfer of ADHC services. Sunshine lodged an expression of interest in relation to the transfer of ADHC services, however, it is acknowledged that careful scrutiny will be given to any offer from ADHC and prior to proceeding to the binding stage of the process. Any potential new offering must allow for consolidation within the overall footprint of the organisation in the long term.

FINANCIAL RESULT 2015-2016

Our financial result for 2015-2016 delivered a modest surplus. We continue to review our financial modelling to ensure that the support we deliver to clients is sustainable in the long term.

ACKNOWLEDGMENT

We wish to acknowledge our ongoing partnerships with the National Disability Insurance Agency, Department of Family & Community Services, Department of Social Services, and Department of Health for their continued support amidst uncertainty presented by the roll-out of the NDIS.

Without the help of our volunteers, employees and Board Members, Sunshine would never have been able to achieve so much for the people we support.

We cannot thank you enough for your time, resources and dedication.

Sunshine has an amazing team and we look forward to continuing to achieve our vision of a world in which every person is welcomed and living a full life that overflows with support, opportunities for learning and personal growth, and hope for a bright future.

SNAPSHOT

COME TOGETHER ART EXHIBITION

Our annual art exhibition is always a fantastic event.

Last year, we had the great pleasure of joining with CatholicCare to showcase the outstanding talent of artists attending each studio. Their unique, beautiful and inspirational pieces wowed everyone in attendance. A huge success for everyone involved.



MINDFUL LEADERSHIP

At Sunshine, our leaders are sometimes under enormous pressure to keep all the balls in the air while ensuring we deliver a quality service to people with disability.

This year, 25 people from our leadership team undertook a program called Finding your Anchor: Enhancing Resilience and Performance in Times of Change.

The program gives them the tools they need to stay focussed, present, calm, effective and responsive, regardless of how busy the workload. The team is readier than ever to face the challenges and opportunities ahead.



Thank@You

We couldn't do the work we do without the help of our community, including the family members and friends of the people we support.

Your generosity of time and resources makes a real and tangible difference to the lives of our clients, and we will be forever grateful. Time and again, we are uplifted, amazed and humbled by your kindness and tireless support.



MURAL WALL PAINTING

Thanks to a community grant from Ku-ring-gai Council, artists at Sunshine worked alongside professional mural artists to create a shared artwork at our Pymble art studio.

It was a great chance for Sunshine artists to make a huge visual impact on the space. The gorgeous mural, right at the main entrance to the Pymble site, includes images of animals, trees and fun activities.



A FOUNDATION WITH HISTORY

In order to deliver the best service to our clients in the new NDIS landscape, Sunshine has undergone a major restructure.

This takes the form of a Foundation to look after our assets, and a Subsidiary that will be responsible for delivering our services.

It's about protecting our assets, ensuring we have the funds to assist people in need, and making sure our clients and their families will always receive the quality support they deserve.

COMMUNICATION FORUMS

Over the past 12 months, we've been doing everything we can to make sure people with disability and their families are completely ready for the transition to the NDIS.

This includes hosting a number of communication forums across Sydney and the Central Coast. These were great opportunities to share information and connect with families and clients. A big thank you to everyone who attended!



THE SYSTEMS TO MOVE US FORWARD

We always knew the NDIS would be a period of huge change.

We also knew we needed to make sure our internal systems and processes were up to the task. In light of this understanding, our team has introduced a whole new way of collating and accessing information, and streamlining our reporting and auditing functions.

FINANCIAL YEAR SNAPSHOT

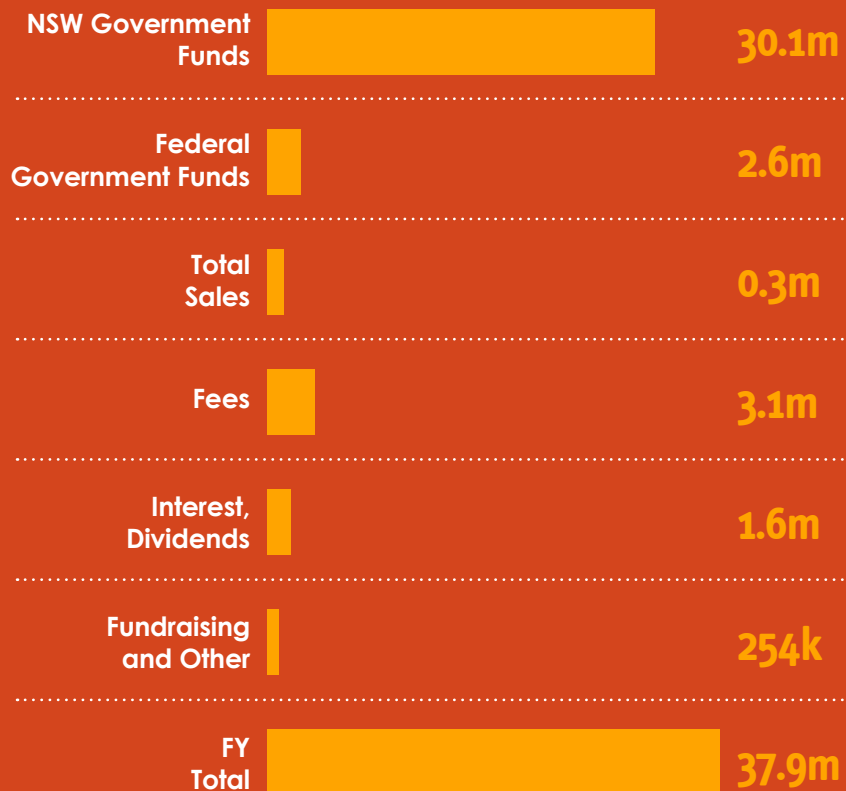
In 2015-2016, we were privileged to support more than 639 people with disability and their families.

We increased our employee numbers to over 570 – a direct result of our strengthened recruitment strategy and growth across our operational areas.

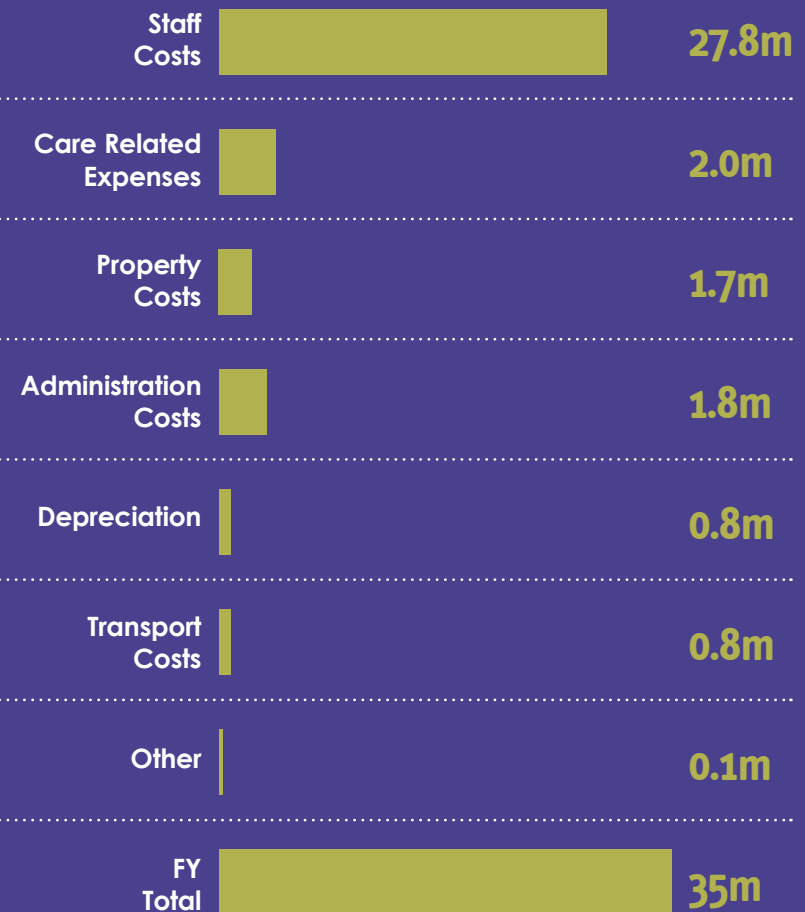
GROWTH OVER THE LAST FIVE YEARS

	2012	2013	2014	2015	2016
Number of Employees	435	424	489	538	571
Total Revenue	24.6m	26.8m	29.5m	32.7m	37.9m
Private Funding Donations	153K	154K	180K	84K	254K
Investment Income	1.4m	1.3m	1.5m	1.4m	1.6m
Net Assets	28.5m	32.3m	35.7m	38.5m	40.9m

WHERE OUR FUNDING COMES FROM



HOW WE SPEND OUR FUNDS



OUR CORPORATE VOLUNTEERS



ERIC YEUNG - CORPORATE VOLUNTEER

Sunshine is extremely grateful for the assistance of corporate organisations and not-for-profit bodies that volunteer their enormous expertise towards ensuring we continue to deliver the very best care to people with disability.

One of these organisations is Assist-To-Succeed (ATS) Consulting. ATS is a group of retired professionals that provides *pro bono* consulting to charity organisations, particularly with regard to technology and project management. Given the enormity of the changes to our systems and processes, their advice has been invaluable.

According to Eric Leung at ATS, "Our engagement has been really to help Sunshine understand a better way to invest in technology, handle the implementation phase, and run the project. ATS's mission is very specific: we want to uplift the skill of organisations like Sunshine, particularly at the senior management level, and advise on how to manage their investment in technology. It's a great way to contribute back to the community by saving charities money, sometimes hundreds of thousands of dollars.

"We continue to be involved in reviewing the status of the Sunshine project.

"While charities have their own skill in providing social services they don't necessarily have all the information they need to manage IT effectively. To see Sunshine's maturity of understanding regarding the best investments in IT and what they need to support their strategic goals is extremely rewarding."

Sunshine would like to take this opportunity to say a heartfelt thanks to ATS for their continuing assistance. The volunteered support of organisations like ATS, as well as corporate bodies and independent professionals – across the full gamut of professional services – contributes enormously to our ability to make a positive difference to the lives of people with disability and their families.



THE KEY TO THE FUTURE IS SUPPORT

As General Manager for Community Services, Supported Living, Employment and Vocational Services, Linda Ward is incredibly excited about the future of our sector and managing the challenges ahead.

"Under NDIS, it's not about 'programs' anymore, it's about 'support'," she says.

"It's such a huge change. Now, we develop the support model to suit our clients. Through our experience with last year's trial roll-out of the NDIS in the Hunter region, we're confident we will be able to assist our clients to transition over.

"Ultimately, our service is about relationships between the client, their family and their support staff. You absolutely have to get the relationship right. With that in mind, we're also trialing a new approach to recruitment. It's about involving the participant and their

family in the recruitment of staff, including where they want the advertisement placed, how they want to word it, whether they want to participate in the interviews, and so on. And if our client has someone in mind, we don't have to advertise but we make absolutely sure all the reference and security checks are performed.

"When it comes to attracting staff, a lot of people don't know it's such a great sector to work in. We're not always looking for people with a Cert III or Cert IV, we're looking for people who match the personality of the client and their family. What we really value is great communication skills, preparedness to support others, and the determination to treat people with respect.

"With the introduction of the NDIS, the opportunities for people to have a rewarding career supporting people with disability have never been greater."



OUR APPROACH

Our service is all about the people we support every day – their needs, their goals, their ambitions. Over the course of nearly a century in this sector, our approach, underpinned by rock-solid values, has continually evolved. We never stop learning, we never stop listening, and we never will! In 2015-16, we continued to communicate our approach to employees, families and clients, i.e. HOW we do what we do every day and the significant difference it makes in the world.

A VOICE FOR CHANGE

Sunshine has always been at the forefront of change.

In all our interactions and relationships we advocate the interests of people with disability.

The reason we exist as an organisation is for them and we will be driven by their aspirations and desires.

WE MAKE THINGS HAPPEN

Relationships are not an end in themselves.

With courage and through strong relationships and with our passionate employees we make things happen.

We enable the achievements and successes of others.

A LIFE WITH MEANING

We have been a long-term champion of the introduction of the NDIS in Australia,

a scheme which enables people with disability to self-direct and self-advocate as well as focus on building personal support networks that connect them with their communities.

INDEPENDENCE

People with disability have rights and make choices about their lives.

A meaningful life is one with purpose - a narrative about who we are and what we do; purposeful activities that contribute to the lives of others and a shared sense of belonging - in communities, families, at home and at work.

As a result, Sunshine is driven by the aspirations of clients who are determined to do it for themselves.

WHATEVER IT TAKES

We know the possibilities that should be open to people with disability, so we lead our employees at Sunshine to enable this.

We work in ways that convey the message about rights and possibilities in all the things we do.

We encourage staff to understand the purpose in their work - focusing on values, language and approach.

We will deliver a customer service framework that embodies this approach and delivers support that is grounded in our values.

ALWAYS LEARNING

We don't presume to know better about other peoples' lives.

We act with humility.

We listen, facilitate, support and enable.

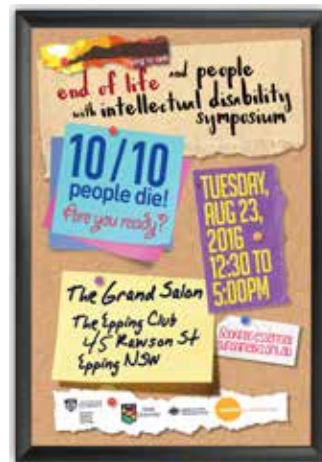
RESEARCH PROJECT: DYING TO TALK

Conversations about death or dying aren't most people's cup of tea.

Frankly, many of us prefer to ignore the subject altogether. When it comes to people with an intellectual disability, however, the subject is often swept under the rug completely.

The 'Dying to Talk' project shines the spotlight on this important issue, with the goal of finding ways to better communicate the concept of dying and death to people with intellectual disability.

The project began in 2013 when the University of Sydney and Sunshine gained an Australian Research Council Linkage Grant. Last year, part one of the project compared the responses of 39 adults with mild or moderate intellectual disabilities to the responses of 40 disability staff without intellectual disabilities. The study confirmed that adults with intellectual disability had a significantly poorer understanding of the concept of death, were less self-determined about end-of-life planning, and reported greater fear of death.



The second and final stage of the project will reach its conclusion in October this year.

According to Michele Wiese PhD, a Research Associate for the Centre for Disability Research and Policy, and a Lecturer - Master of Health Science (Developmental Disability) with Sydney University's Faculty of Health Sciences,

"Pretty much all of us, not just people with disability, only talk about death when it's imminent or expected, for example as we get older. For most of us that's okay, because we're cognitively able to understand the concept. But for people with an intellectual disability, many go through life without an understanding of things that we take for granted.

Some people think they can't cope with conversations around dying. But without any knowledge of the concept of death, people cannot plan for it.

"In reality, it's very important to teach them so, when the time comes, the person has enough information to make decisions about things like organ donation, funeral

wishes and so on. They also have a greater fear of dying and death. What's interesting is that, anecdotally, we're finding many people with intellectual disability do want to talk about these things."

The study has allowed the university and Sunshine to work together to develop a training toolkit to assist Sunshine's staff to have conversations about dying and death with their clients, so the concepts can be learned, early, before death is imminent.

It's crucial to note that some people with intellectual disability may decide they don't want to discuss death at all. This, too, is okay; ultimately, these wishes should be respected.

"The benefits of the project have been that our aim of people with intellectual disability making plans if they wanted to have been realised," says Michele. "Some of Sunshine's clients have already made decisions about bequeathing possessions, and so on.

"For staff, the benefits have been increased comfort around engaging with and communicating the topic. It simply wouldn't have happened without this research."



OUR FUTURE DEPENDS ON OUR PEOPLE

Sunshine is currently well on its way to developing a Human Resource function that adds real strategic value to our organisation. Part of our goal is to make sure we also provide coaching and advice to our leaders, to ensure they continue to help us shape a culture of outstanding service performance backed by strong metrics to support and anticipate decision making.

CAPABILITY FRAMEWORK

In order to remain a resilient organisation and keep delivering a great service to the disability sector, we need to ensure our workforce shares an understanding of what their purpose is, and remains engaged with our biggest priority – delivering the best outcomes for our clients.

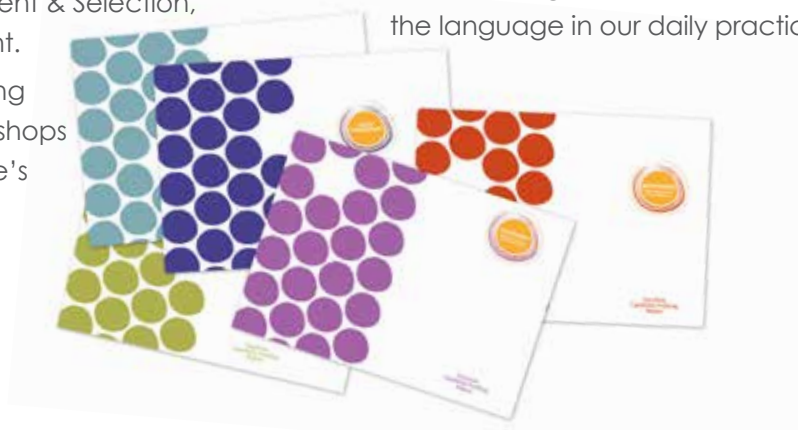
Our capability framework is about articulating the behaviours that lead to effective performance. It will also establish a solid foundation from which further HR initiatives might be launched, including Leadership Development, Recruitment & Selection, and Talent Management.

We began by conducting capability profiling workshops for a number of Sunshine's leaders and staff.

These helped to clearly articulate and define key performance indicators for the different roles. The process has helped us to identify what behaviours most influence effective performance.

After successfully finalising our framework, we've now revamped our Role Profiles and interview guides, including better evaluation techniques and psychometric testing, in order to find the right fit for our clients and Sunshine as a whole.

Right now, we are running workshops with all our Direct Support Professionals as well, to introduce the framework and all the benefits that it brings as well as embedding the language in our daily practices.



LEADERSHIP IN ACTION

CREATING A CULTURE OF LEADERSHIP AND LEARNING

Last financial year we concluded our Leadership program, “Leadership in Action”, which ran for two years with the participation of more than 50 leaders across the organisation.

This was an integrated development program designed to enhance practical leadership and management capabilities while strengthening our culture, values and approach.

The program consisted of learning modules, groups sessions and individual coaching. The aim was to allow each participant to work as a team as well as addressing their individual development needs.



REBECCA



Before Rebecca started working with Sunshine as a Direct Support Professional (DSP), she was already a busy mum of three, undertaking a part-time Psychology degree.

"I hadn't thought of working in the disability sector but I was at my son's school one day and met one of Sunshine's Team Leaders.

"She was there to do a craft group with one of the people she was supporting. We got talking and it sort of went from there.

It wasn't just about earning extra money or the flexibility of being casual. It was also just the idea of supporting people to have the best life that they can have.

"My job is about discovering what people like to do, what makes them happy, and then supporting them to do it. That's a pretty awesome job to have! Sunshine's culture is so inclusive and everybody seems to have the same mission, from HR to the CEO; it's all about the people.

"I've seen the people I've supported become more engaged with the activities, and more independent, confident, and happy. One of my clients was so excited to be going on an outing that she ran up to me and gave me a big hug.

"People in the community are really encouraging too. It's important that people with disability feel connected to other members of the wider community. Watching how my clients respond so positively is very heart-warming."

"I'm really excited to be more involved with Sunshine at the end of the year when my degree is over. I haven't really narrowed down what that means for me yet but I love being a DSP and having that personal connection with people."



SUPPORTING OTHERS TO MAKE THEIR OWN CHOICES

How we support people is the most important aspect of our organisation. It determines the value we add to people's lives and prompts us to ask the question, 'Are we making a difference?'

"It has been almost 10 years since I first heard of the approach called Active Support," says Cathy Gauci, Sunshine's Practice Leader. "It is now referred to as Person Centred Active Support and, in a nutshell, it is a way of providing just the right amount of assistance to enable a person with intellectual disability to successfully take part in meaningful activities and social relationships.

"Some people have a natural gift and can support people in a way that fosters relationships, creates social connections and promotes choice.

"However, for other people it can be difficult to understand what is the right level of support, and they are left asking themselves, 'When should I do something for someone and when should I let them try it for themselves?'

"It can be challenging finding ways for people with an intellectual disability to make real choices about how they might want to spend their time, or who they may want to spend it with.

"Person Centred Active Support is a philosophical approach that has been crafted together with some very practical ideas and principles that provide the tools for everyone to understand how to support people with an intellectual disability.

"All research around adult learning tells us that people do not make changes to how they work through classroom learning alone. To embed a practice, we need to have strategies in place that follow through after the classroom knowledge, and allow staff to put their theoretical learning into practice.

"Sunshine has been very committed to embedding Person Centred Active Support across all of its shared living sites and we have directed significant resources into this area.

"We know that staff are receiving the training, we know that staff are being observed and are provided with feedback while they are on the job, and we know that leaders are having the important conversations that challenge thinking, spark new ideas and find out-of-the-box solutions.

"We also know that people are being connected to their community, engaging in meaningful activities, contributing and making choices. What we have learnt is that the work we are doing around Person Centred Active Support needs to remain our focus. We're tremendously excited about the benefits for the people we support."



LYNDAL



Lyndal has always enjoyed singing. And now she's taken that passion to a whole new level, undertaking a singing, song-writing and recording course in nearby Gosford.

As part of her training, Lyndal wrote and recorded a song of her own, entitled, 'Words Won't Hurt Me', about her life and feelings.

With the encouragement of her support workers, she recently performed the song at the Youth Arts Warehouse.

As she loads her CD and presses play, her hauntingly beautiful chorus fills every corner of her sunny room, "Words may hurt me on the inside but they will not show on the outside. You will not break me even though I lost my sight."

For Lyndal, the act of self-expression is a wonderful thing, and she particularly enjoys the way her music connects her to so many people who share her passion.

She's now on the hunt for a choir in her local community – a place where she can further explore her talent for music, and enjoy the company and inspiration of other aspiring artists.



VICTORIA



Victoria is a veritable whirlwind of creativity – a talented painter and sculptor, she can now add 'stage performer' to her list of accomplishments.

With Sunshine's help, Victoria approached the Berowra Music Society to audition for their 'Back to the 80s' show, to be held in October this year.

To Victoria's delight, she landed a part in Michael Jackson's 'Man in the Mirror'.

Victoria has always liked music and proudly shows off her huge collection of 80s music, as well as her costume for the performance - a black fedora hat and white glittery glove.

Victoria expresses how much she enjoys spending time with the people there, is excited to be in front of an audience, and is confident and raring to go for opening night.

She rehearses once every week and loves having fun with her co-performers with whom she engages in spirited conversations about singing and dancing.

"I get my rhythm going and move my feet. It makes you healthy!" she says.



CRAIG



Craig's innate flair for hospitality means that, from the moment he welcomes visitors to his home, they're treated to the offer of a cuppa and a friendly chat.

It's not hard to see why his new job volunteering at the local café is such a perfect fit.

So how did he win the role? "I just helped out one day and made friends," he says.

"I decided to ask if I could volunteer regularly and help out."

It wasn't long before he was regularly clearing and wiping tables, running errands, filling the water bottles and occasionally bringing coffee to people's tables.

It was the beginning of a great relationship with his co-workers, customers and the café's owner, Tim. "He's a good friend," says Craig.

"We joke around a bit. The people are nice, they're my friends, and the customers say 'good morning'. It's good. I got bored watching TV all day. It's much better than staring at four walls. Work gives you something to do. I think they'd miss me if I wasn't there!"



MAGGIE



Maggie adores dogs. It was this deep love of our four-legged friends that spurred on her Transition to Retirement support worker, Veena, to find a way to incorporate that passion into Maggie's weekly routine.

The journey began with a letterbox drop, advertising Maggie's desire to help people in the community with walking their dogs.

Soon after, Maggie was asked to walk Leffy, a black Labrador from a loving home in the local area.

For the past 10 months, Maggie and her support worker have been walking Leffy in the nearby dog park where they've gotten to know other dog lovers and engage with the local community. "All the dog owners know her there," says Veena, "and she's made a big circle of friends."

Maggie has also come to know Leffy's owners well, and is often invited for tea, or to jump on the trampoline with the kids. She was even invited for Christmas last year.

"Maggie would like to walk more dogs one day," says Veena. "Our next step is to support her to do the role independently and look for a paid opportunity.

"It makes her very happy. It's her favourite thing in the world."



BRETT



As if it's not enough that Brett is a prolific artist whose work has been hung and sold in a number of exhibitions, he is also involved in a volunteering program with Meals on Wheels, and has a busy pamphlet run in his local area.

Having lived on Sydney's Northern Beaches all his life, Brett loves the exercise he gets while delivering his pamphlets, as well as saying hello to familiar faces in the street.

His work with Meals on Wheels also gives him an opportunity to "meet nice people" and make a strong connection with his fellow team members.

Brett carries the boxes to the boot in the van, puts things in the baskets, and even fills out the form at the front desk. "I like all the old people. I grew up with a lot of older people," says Brett.

The opportunity to engage with the community and earn a living ensures Brett is enjoying life to the full and planning for a great future, including saving his money to visit his uncle in London.

Wheels



LEANNE



Leanne shares a home filled with laughter and life, tucked away in a beautiful, leafy suburb in Sydney's north.

The first thing you notice about Leanne is her generous smile. Get her talking, however, and you'll realise there's much more to this young woman than a warm heart.

Leanne is currently attending TAFE two days a week where she is studying Retail & Hospitality.

She is learning how to use the coffee machine and grinder, and make a mean cup of tea. She particularly enjoys making delicious milkshakes – caramel and chocolate are her favourites.

Now in her second term at TAFE, her goal is to eventually work in a café, restaurant or meal truck. In the meantime, she is enjoying getting to know her classmates and two teachers, as well as sharing lunchtime conversations with friends.

The course is a fantastic way for Leanne to engage with people from diverse backgrounds, all of whom share a deep love of hospitality.



OUR STRATEGIC ROADMAP

Our strategic plan acts as our roadmap to success for the next three years.

It also charts how we live our values, and communicate our approach to supporting people who access our services.

We operate using a rolling three-year plan which is reviewed and refreshed by the leadership team and the Board every year.

A SERVICE THAT PEOPLE WANT

- 1.1** ~ We maximise growth opportunities
 - 1.1a** Through the transfer of ADHC Service
 - 1.1b** Through mergers and acquisitions
 - 1.1c** Through the NDIS market
- 1.2** ~ We are a quality service, driven by the client

A WORKFORCE INSPIRED BY PURPOSE

- 2.1 ~ Our workforce is ready to operate successfully in an individualised, person-directed service system
- 2.2 ~ Our workforce is engaged and embraces the organisation's culture and values
- 2.3 ~ Our leadership is inspiring and our management structure is efficient and effective
- 2.4 ~ Efficient HR systems and processes are in place

A RESILIENT ORGANISATION

- 3.1 ~ We manage the impact of growth to ensure it is sustainable
- 3.2 ~ Our operations are well supported by the right systems and technology platforms
- 3.3 ~ All NDIS developments are monitored and responded to appropriately
- 3.4 ~ Sunshine is an organisation that is well governed
- 3.5 ~ The organisation's brand and positioning strategy is fit for NDIS market opportunities

OUR LOCATIONS



ORGANISATION CHART



EXECUTIVE TEAM

Sunshine's Senior Leaders assist in formulating our overall strategic direction, and are responsible for its implementation, along with managing resources and operations. Our Senior Leaders are highly skilled individuals from a variety of backgrounds, each of whom is passionate about creating opportunities with the people we work. During the last year, we added the position of Marketing and Communications Manager to the Senior Team, strengthening our strategic focus in this area. Supported by more than 60 like-minded and capable leaders throughout the organisation, Sunshine's success is a true collaborative effort.

REBECCA



REBECCA FLETCHER CEO

Rebecca Fletcher has held the position of Sunshine's CEO since 2005.

Rebecca brings incredible energy and talent to her role, and is responsible for developing and communicating Sunshine's strategic direction, leading and guiding its operations, and bringing our vision, purpose and values to life. She also acts as the point of contact between the Board of Directors and the Senior Leadership Team.

Rebecca has extensive experience across a number of industries, including banking and finance, manufacturing and the disability sector. Rebecca holds formal tertiary and postgraduate qualifications in Accounting, Human Resources Management, Company Director, NFP Management, and Teaching, and was recently accepted as a Fellow with the Australian Institute of Company Directors. Rebecca's professional experience includes working for a number of years within the Asia Pacific Region. In her spare time, she serves as a Director of an Aged Care facility based in Sydney. Rebecca is passionate about continuing the legacy that Dr Lorna Hodgkinson commenced in 1924 in enabling people with disabilities to be contributing and valued members of their community.

GAIL



GAIL JELTES General Manager, Accommodation Support and Shared Living Arrangements

Gail has formal qualifications in Psychology and Rehabilitation and has worked in the disability sector for over 30 years. Starting as a direct support worker in accommodation after a previous career in motivational training and sales, Gail moved on to establish and manage one of the first individual supported jobs agencies for people with an intellectual disability in Sydney's west. Since then her roles have focused on operational and strategic directions. She joined Sunshine in 1994 specifically to close the institutional accommodation and move the organisation into a community-based service model.

Gail was one of the founding members of the Association of Competitive Employment Agencies (ACE) and spent several years lecturing part-time in disability. Apart from the rights of people with an intellectual disability, Gail is particularly passionate about organisational culture and how it affects the way people and groups interact with each other, with clients, and with stakeholders.

LINDA



LINDA WARD

General Manager, Community Services and Supported Living

Linda has formal qualifications in Community Services, Social Policy and Administration, and has worked in the disability sector for 33 years in a range of leadership roles, including an initial four-year stint at Sunshine in the 90s after which she went on to senior management roles in other organisations. Linda re-joined Sunshine in October 2011 and has since established a new in-home accommodation support model (ILSI) and taken on new clients under the Supported Living Fund and NDIS. Linda is driven by a strong sense of social justice and enjoys working with people to develop new and innovative models of service delivery to support people to live a good life.

DAVID KNEESHAW

General Manager, Corporate Services

David has more than 20 years' experience in both technical and commercial finance management roles. He also has significant international experience, having worked in the UK, US and Australia, with long tenures in a big four professional services firm and a top-100 listed global organisation.

David brings to Sunshine exceptional skills in balancing high-level strategy with operational responsibilities, and has extensive experience developing strong relationships at all levels of complex and diverse businesses. David has a strong passion for the people we support and for ensuring exceptional business practices are in place to support the sustainability of the organisation.

DAVID



SENIOR LEADERSHIP TEAM

CATHY



CATHY GAUCI

Practice Leader

Cathy first began her career in early childhood education and continued her studies in the areas of Community Welfare and Social Science. After experience working with people with disability in employment as well as accommodation settings, Cathy joined Sunshine in 1996 to manage our first satellite office 'Hornsby Lifestyles' – established to support the first group of clients who left the institution to start living in the community. Cathy's current role as a Practice Leader is focused on working with the leadership team to ensure the highest quality services are provided. Cathy gets her inspiration from the people Sunshine supports and she loves being with people and hearing their stories. It is important to her that her work has value, and that through it, she's making a contribution not just to Sunshine, but also to the communities she is part of.

JENNIE



JENNIE BROADLEY

Practice Leader

Jennie has formal qualifications in Teaching and Management and has worked in the disability sector for over 30 years. She started her career teaching independent living and life skills to children, and then later to adults with disability.

MARIANA



MARIANA TENORIO

Manager, Human Resources

Mariana has formal qualifications in Organisational Psychology with a Masters Degree in Human Resources from the University of Technology, Sydney. She is currently pursuing her Master in Business Administration (MBA). Mariana has over 11 years of experience in the Human Resources field, having worked across different industries including manufacturing, hospitality and professional services, developing strong relationships with leaders to positively impact the organisation from the people's perspective.

Having the opportunity to work within different industries and across different cultures, Mariana has adopted a broad set of skills and cultural knowledge that she brings to the organisation. She is passionate about building leadership capability, organisational dialogue and employee engagement and learning.

KATRINA JACKSON

Manager, Marketing and Communications

Katrina is passionate about influencing customer decisions through innovative storytelling and engagement between a customer and the brand.

She has a Bachelor's degree in Marketing and Business Management, experience across a wide range of industries, and 10 years' combined expertise in both the commercial and not-for-profit sectors.

Katrina's wealth of understanding includes strategic planning, digital strategy, brand management, a flair for copywriting, and a deep understanding of the customer journey.

KATRINA



BOARD OF DIRECTORS

Sunshine's Board is made up of a team of talented people who are passionate about supporting people with disability to have a great life. Our Board members bring significant and wide-ranging skills and experience to their roles, and are committed to helping Sunshine continue to grow as a provider of high-quality disability services.

STEVEN



STEVEN GREGG
CHAIRMAN, B.COMM

Steven is a highly experienced investment and commercial banker with extensive Australian and international executive experience with ABN AMRO (as Senior Executive Vice President and Global Head of Investment Banking), Chase Manhattan, Lehman Brothers and AMP Morgan Grenfell. His most recent executive role was as Expert Partner at McKinsey & Company in Australia and the US. His current non-executive roles include Senior Advisor with McKinsey & Co, consultant to Grant Samuel, and Director of William Inglis & Son Limited. He is also Chairman of the Board of Austock Group Limited.

DAVID



DAVID HARDY
B.COMM, MBA

David's 25-year career in strategic planning spans a range of industries. His roles have included Head of Strategy for a large insurance company, and leadership positions with management consulting firms McKinsey & Company and Accenture. David now works as an independent consultant, including a long-term contract in a strategy role with a large bank. David's brother, Richard, has been supported by Sunshine for more than 40 years. David is constantly impressed by the professionalism of the Sunshine team that has guided the organisation to be one of the clear leaders in the disability sector, moving the people it supports into the community without losing the distinctive family warmth for which Sunshine is known.

PETER



PETER HORTON
B.BUS, A.C.A

Peter had a long career as a Chartered Accountant prior to his retirement as a partner of KPMG in 2001. This was followed by roles as Director of Finance for Amalgamated Holdings Limited (a public company operating in the hospitality and leisure industries) from 2002 to 2011, and CFO and Company Secretary for Carlton Investments Limited (a listed investment company) from 2011 until now. Peter joined the Sunshine Board and took on the role as Treasurer at the request of a retiring Board member in 1999. He enjoys using the skills gained through his career to assist Sunshine in meeting its objectives of providing support to people with an intellectual disability. Through his involvement with Sunshine, Peter has developed a great admiration for the families and employees involved in its work.

JANET KNEESHAW
GRAD DIP HEALTH SCIENCE (GERONTOLOGY)

Jan trained initially as an infants' teacher and had an extensive career working with children with intellectual disability before becoming a Diversional Therapist, working in retirement villages and achieving her Graduate Diploma in Gerontology. Jan's contact with Sunshine began when her brother Peter came to live here in 1949, at the age of three. Jan and Peter's father, Howard Grigg, was the first President of the Parents' and Friends' Association, so Jan has had a close involvement in Sunshine's events and business from an early age.

JANET



ETHEL



ETHEL MCALPINE

DIP TEACHING, B.ED, G.DIP (Resigned June 30, 2016)
EARLY CHILDHOOD ED, M.ED STUDIES

Ethel McAlpine has more than 30 years' experience in Disability services, in both the non-government sectors and the NSW and Victorian governments. Her expertise includes service delivery, and program and systems management. Ethel's last position was with Ageing, Disability and Home Care where she was a Deputy Director General for almost a decade. During that time, she managed the Home Care Service of NSW, as well as Aboriginal Home Care. She supported the Aboriginal Services Branch in the introduction of 'Services my Way', a program of individually packaged support for people with disability in Aboriginal communities. Ethel was also instrumental in establishing the community justice program for people with an intellectual disability.

In 2013, Ethel received the Public Service Medal for services to people with disabilities in NSW.

JOAN



JOAN NAPOLI

LLB

Joan works as a solicitor in the firm of Robert Napoli & Co, a general practice established by her brother Robert in 1978. Joan initially worked as a legal editor with a large law publisher, specialising in publications dealing with equal opportunity and discrimination law. She then worked as a consultant solicitor in the areas of discrimination and employment law for an employer association. Joan joined Robert's firm in 2003 and provides legal services to clients in a range of general practice areas.

ALEX



ALEX GELMAN

B.COMM, M.COM

Alex is the Lead Partner in Technology Advisory and Solutions at Grant Thornton Australia. With a focus on strategic technology advice, business technology transformation and cloud solutions, he has enabled his clientele to grow and compete in the digital age.

Previously Director and Founder of c9 Solutions and Consult Point, Alex's value is his ability to align strategic business needs with the right technology, bringing integrated and online technology solutions to organisations that want to maximise operational effectiveness and reduce costs.

His expertise covers a large range of business technology transformations covering numerous technologies across ERP, CRM, Projects, Case Management, Intranet and Collaboration, Unified Communications and supporting infrastructure. Alex brings over 25 years of practical business and technology experience to clients who want to leverage technology to grow or rationalise their business.

GILLIAN



ASSOCIATE PROFESSOR ROBERTA RYAN

BA (Hons), B.Soc.Sc (Hons), GradDip

Associate Professor Roberta Ryan from the University of Technology Sydney is a leading social policy, program evaluation and stakeholder engagement practitioner and researcher with over 30 years' experience in academia and consulting across Australia and internationally.

Prior to joining UTS, Roberta was a Director of a private consulting firm. She is a qualified social worker with specialised skills in large multi-service evaluations, service development, delivery and applied policy research. She has worked for a number of non-government agencies in direct practice and management roles. Roberta has designed and undertaken a range of complex government and non-government policy advisory and applied policy projects and worked for government, non-government agencies, peak and advocacy organisations in the disability field. This includes projects for the NSW Department of Ageing, Disability and Home Care, the NSW Disability Council, Family Advocacy NSW, Centacare, Burnside, Jewish Welfare and the UnitingCare. She has had extensive experience in working with people with disability and their families in applied policy, service review, evaluation and service management over 30 years.

DR GILLIAN BROOKS

BA (Psych), MBBS Hons. FRACP

Dr Gillian Brooks is a specialist paediatrician and Fellow of the Royal Australian College of Physicians (Paediatrics and Child Health). She has extensive experience in community child health and developmental paediatrics, general paediatrics and paediatric rehabilitation.

As Senior Staff Specialist Developmental Paediatrician and Team Leader for Children's Hospital Westmead (Parramatta Early Childhood Assessment Team), Dr Brooks leads a multidisciplinary team in the service of paediatric patients and their families. With the imperative of achieving practical outcomes, Dr Brooks has a passion for treating the whole child in the context of their family environment in respect to their social, cultural and linguistic needs. She has extensive experience across the assessment, diagnosis and management of children and adolescents with developmental disabilities.

Dr Brooks is committed to advocating for children with special needs and developing a partnership approach with families within the hospital and the wider community. She has a special interest in quality improvement projects and research related to service delivery and the capacity of individuals with a disability to lead a full life.

GOVERNANCE

BOARD OF DIRECTORS

This year saw the resignation of three long-standing Board Members, David Ross, Dr Bee Hong Lo and Ethel McAlpine. Sunshine thanks them for their ongoing leadership, vision and support of the organisation.

Sunshine, welcomes three new members to the Board;

**Associate Professor Roberta Ryan,
Dr Gillian Brooks and Alex Gelman.**

From July 1 2016, the Lorna Hodgkinson Foundation Board commenced operation with members consisting of some past Sunshine Board members and also new members who, combined, bring a wealth of expertise in their respected fields.

ROLE OF THE BOARD

Sunshine is governed by a Board of Directors who are appointed by our members.

The Board is responsible for:

- Sunshine's governance, broad policy and strategic objectives
- Approval of the annual budget and strategic plan
- Ensuring the availability of adequate financial resources
- Selecting, appointing, supporting and reviewing the performance of the CEO

- Ensuring compliance with regulation, constitutional law and contractual agreements

Each Director shares ultimate responsibility for Sunshine's overall success and accepts legal responsibility for Sunshine.

The Board is also responsible for ensuring significant risks are identified and appropriate controls and responses are implemented within the organisation.

The Board also encourages and stimulates the generation of new ideas, creativity and innovation that can benefit the organisation. Sunshine's Board plays a key role in determining the efficiency and productivity of the organisation and works to enhance the performance of the organisation by developing improved ways of working, discovering innovative solutions, embracing technology, and implementing modern business processes.

WHEN THE BOARD MEETS

The Board meets six to eight times each calendar year, or as often as is required to effectively carry out its governance.

The Board also meets with our members and stakeholders at the Annual General Meeting.

WHO IS ON THE BOARD

The Board is comprised of Directors who are individual volunteers with an interest in supporting people with disability, and who bring to Sunshine skills and expertise in their various fields and professions.

The Board is made up of voluntary Directors who are independent and free from any other business or relationship which could affect the business of Sunshine. The names and details of each of our Board Members are on pages 44-45 of this review. Many of Sunshine's Directors have had a long-standing relationship with Sunshine before commencing as a Director.

HOW NEW DIRECTORS ARE RECRUITED

The power to appoint and dismiss Directors is conferred on the Board by the Constitution of the company. The process of choosing Directors to invite to the Board is a considered process, with particular attention given to assessing the skills matrix across the Board as to which area of expertise the Board feels would most benefit Sunshine.

Upon identifying a suitable candidate for Directorship, and after necessary meetings and interviews with the Chairman and selected Directors and the consent of the individual to act as a Director of Sunshine, the potential

Director is either appointed as such by the Board or elected to the position at the company's Annual General Meeting.

At any one time, the skills that the Directors bring to the Board and consequently to Sunshine span the areas of business finance, law, governance, strategy and health.

BOARD COMMITTEES

The Board is empowered by the Constitution to appoint advisory committees consisting of members of the Board and such other members as the Board thinks fit.

Sunshine's committees act in an advisory capacity and conform to any regulations given by the Board. Sunshine has three formal committees within the following areas:

- Governance and Operations Risk Review
- Strategic Planning
- Finance, Audit and Investment

The objectives of the committees are to review the performance of the company and to ensure operational efficiency and effectiveness within their designated areas. To this end, the Directors on the sub-committees pay particular attention to acquaint themselves with the operations within the area of their specific sub-committee based on reports provided

by the CEO and the executive team, and offer constructive input and strategies with a view to augmenting the performance of the company in those areas.

ETHICAL STANDARDS

Sunshine is guided by and aligns its service provision closely with the NSW and National Standards for Disability Services – the doctrines of which are embedded in the Policies and Procedures that govern every area and division of Sunshine.

This vigilance reflects Sunshine's overarching objective to provide quality services, fundamental to the shift to person-centred service delivery and individualised funding, where people will enjoy more choice, portability and flexibility in their funding and supports.

Sunshine also maintains membership and involvement with peak industry organisations to ensure awareness of policy and procedure across the disability sector

OUR FUNDING SOURCES

The innovative projects mentioned earlier in this report would not have happened without the support of our funding sources.

We pride ourselves on the relationships we have developed through working with

Government. We know which government - funded projects are best suited to our business and we apply the necessary skills and resources to submit detailed tender applications. Over the past year we've been successful in a number of tender applications, and we believe our long standing reputation with government agencies, along with our forward thinking approach to service delivery, contributes to our success, time and time again.

We acknowledge the support of the State and Commonwealth Government departments and agencies listed below in delivering our services to the people we support.

New South Wales Government

- Family & Community Services - Ageing, Disability & Home Care (ADHC)

Commonwealth Government

- National Disability Insurance Agency (NDIA)
- Department of Families, Housing, Community Services & Indigenous Affairs (FaHCSIA) Australian Disability Enterprises
- Department of Social Services
- Department of Health and Ageing (DOHA) - Home and Community Care program (HACC)



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