



CREATING  
POSSIBILITIES  
WITH PEOPLE -  
TO LIVE,  
GROW  
& DEVELOP  
THEIR OWN  
BEST LIFE

ANNUAL  
REVIEW  
2013-14

sunshine

# DANIEL'S STORY



## TRADITIONAL OWNERS

We respect and embrace the Aboriginal Elders and people of this region as the traditional custodians and cultural knowledge holders of this land.

Sunshine further acknowledges the cultural contributions of Aboriginal and Torres Strait Islanders with a disability, and reaffirms our vision of a world where every person is welcomed, valued and able to seek their own best life.

***At the age of five, Daniel was diagnosed with Velo-Cardio-Facial Syndrome. In 2012, as an adult, Daniel became quite unwell and spent 10 months in hospital. Although he recovered, he lost a great deal of his ability and general life skills. He would spend most of his time sitting at home watching television, alone, while his mum was at work.***

***With the launch of the NDIS in 2013, Daniel applied for a plan. His planner took the time to really understand the supports Daniel required to enhance his life, now and in the future.***

Daniel and his mum, Cathy, took some time to consider Daniel's options for a service provider that could facilitate his goals and aspirations. Daniel is extremely passionate about cars and it was important that he have the support and opportunity to pursue this passion. In March this year they chose Sunshine to facilitate the support.

Daniel and Cathy played an important role in the recruitment process alongside Sunshine. Together they chose the Direct Support Professionals (DSPs) that Daniel felt most comfortable with. This allowed him to have choice and control about who would support him, how the support would be provided and when the support would occur. In particular, Daniel was keen to find someone to support him who shared his enthusiasm for cars!

Daniel now has assistance with relearning the skills he lost during his time in hospital. He is cleaning, preparing simple meals and spending time in his own community. For Daniel this means he is no longer just sitting at home by himself. He is able to identify activities he would like to pursue and have the support to access them. Daniel now goes to the movies regularly, helps his mum with the housework and spends time with people who have similar interests – including cars.

Through accessing the right support that his NDIS package has provided, Daniel is creating and living the life he wants to live. With continued support both Daniel and Cathy feel hopeful and secure for his future.

# WHY?

This report provides a review of Sunshine's achievements and highlights for the 2013-2014 financial year.

In addition to operational highlights, it includes a summary of the organisation's progress towards achieving our objectives as set out in our strategic plan.

This review is written for Sunshine's many and varied stakeholders. These include our existing and potential customers and their families, employees, Board of Directors, current and prospective donors, volunteers, community partners, government agencies and local businesses.

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## OUR VALUES

Courage  
Generosity  
Excellence  
Innovation  
Integrity  
Collaboration  
Unconditional  
Positive Regard

## OUR VISION

A world where every person is welcomed, valued and able to seek their own best life

## OUR PURPOSE

Creating possibilities with people - to live, grow and develop their own best life

# ABOUT SUNSHINE

**Sunshine is one of NSW's leading service providers in the disability sector, supporting children and adults with a disability to live their own best life.**

We operate throughout Sydney, Central Coast and Hunter regions. As an independent not-for-profit organisation, Sunshine receives government funding for many of our services. Where no funding is

available however, we rely on the support of our community through the generosity of individuals, organisations and community groups.

Since being founded by Dr Lorna Hodgkinson in 1924, Sunshine has built a highly regarded reputation for supporting people as individuals, and helping them to live, grow and develop their own best life.

## WHAT WE DO

**Sunshine enhances the quality of our customers' lives by providing a complete spectrum of support services to people with disability, as well as carers and the people they support.**

Our services include:

- Accommodation & Supported Living
- Community Access
- Supported Employment
- Transition to Work
- Older Carers Respite
- Mental Health Respite
- HACC In-Home Respite
- Children's Flexible Respite
- Art, Paper & Ceramics Studios
- Community Justice Program

**Sunshine has built a highly regarded reputation for supporting people as individuals**



Tim Pedley

# OUR HISTORY

## **Our story began in 1924 when Dr Lorna Hodgkinson – a remarkable Australian of great dedication and vision – established the Sunshine Institute.**

Lorna was the first woman to receive a Doctorate at the prestigious Harvard University, USA. As a teacher herself, Lorna was passionate in her belief that people with an intellectual disability should be supported to learn and lead meaningful lives – and not be locked up in hospitals for the mentally ill.

This belief was in direct conflict with the government's policy of the time, and also with the broader social norms of the day. Taking matters into her own hands, in 1924 Lorna leased (and later purchased) a large house along with land at Gore Hill on Sydney's Lower North Shore, naming it the Sunshine Institute. It opened as a residential school with just six children with intellectual disabilities later that year. By the time of Lorna's death in 1951, more than 60 students were living and studying at Gore Hill. Prior to her death, Lorna had converted the institute to a non-profit organisation under a board of trustees, to whom she bequeathed the bulk of her estate. At this time, the Sunshine Institute was renamed the Lorna Hodgkinson Sunshine Home. Over the years, the organisation continued to expand, always staying true to Lorna's philosophy of supporting and caring for people as individuals.

By the late 1970s, Sunshine began looking at ways to move away from institutional living. In the two decades that followed, a number of units and

homes were purchased, and many of the people we supported made the transition to living in group homes. In the early 2000s, the Gore Hill site was sold to help fund Sunshine's expansion into community based living.

Today – rebadged as Sunshine – we continue to deliver services to over 600 people across Sydney and Central Coast and Hunter regions.

As we celebrate our 90th year in 2014, we continue to be inspired by Lorna's mission of demanding a better life for those we support. We achieve this by continuing to develop our key service areas of Community Based Accommodation & Supported Living, Community Access, Supported Employment, Transition to Work, Flexible In-Home Respite, Centre-Based Respite, and Children's Flexible Respite, Arts, Paper & Ceramics Studios and by extending and developing new services such as the Community Justice Program.



**We continue to be inspired by Lorna's mission of demanding a better life for those we support**

# IN MEMORY

**Helen Margaret Kensit was born in Crookwell NSW on 8 June 1936. She was supported by Sunshine for 64 years, having come to live at Sunshine at Gore Hill at the age of 13. Helen passed away at age 77 on 17 October 2013.**

During her life, Helen had a very close relationship with her family, and she regularly spent holidays with her siblings, Syd, Joe, Marion (deceased), Kelvin (deceased) and Henry (deceased) plus her sister in law Robyn. She also enjoyed a long friendship with her two close friends, Margaret Vernon and Norma Menzies.

Helen was a lovely country lady who enjoyed having a chat. She was a thoughtful, caring person who loved her independence. She also loved sewing, craft and knitting, and she was a gifted seamstress.

Helen had beautiful blue eyes that sparkled when she was talking to you and she had a real gift for making you feel good about yourself. She will be sadly missed.



***Every great dream begins with a dreamer. Always remember, you have within you the strength, the patience, and the passion to reach for the stars to change the world.***

*Harriet Tubman*

# 2013-2014 SNAPSHOT

In 2013-2014 we supported over 635 people with a disability, their families and carers.

We increased our employees to 489 – a direct result of our strengthened recruitment strategy and growth across our operational areas.

## CHANGE IN CLIENT NUMBERS

SERVICE TYPE	2009-10	2010-11	2011-12	2012-13	2013-14
ACCOMMODATION & SUPPORTED LIVING	129 143	131 151	133 155	145 163	150 174
COMMUNITY ACCESS	125 144	139 152	150 176	162 198	190 197
RESPITE	70 105	85 125	100 160	120 162	140 230
EMPLOYMENT & VOCATIONAL TRAINING	109 94	112 84	115 84	120 96	100 89
	TARGETED ACTUAL				

## GROWTH OVER LAST 5 YEARS

	2010	2011	2012	2013	2014
NUMBER OF EMPLOYEES	386	428	435	424	489
TOTAL REVENUE	18.790M	21.774M	24.601M	26.805M	29.5M
PRIVATE FUNDING DONATIONS	135,000	179,000	153,000	154,000	180,322
INVESTMENT INCOME	1.162M	1.550M	1.437M	1.362M	1.5M
NET ASSETS	24.886M	26.879M	28.547M	32.308M	35.7M

## WHERE OUR FUNDING COMES FROM

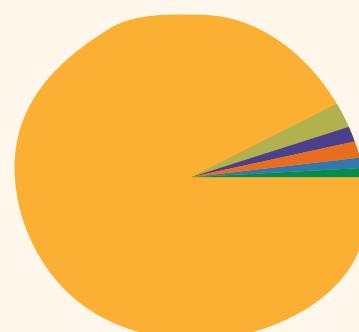
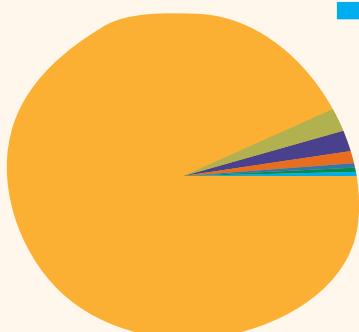
NSW Government Funds – 83%  
Fees etc. - 6%  
Interests & Dividends - 5%

Federal Government Funds - 3%  
Other Operating Revenue - 1%  
Sales Revenue - 1%  
Donations & Fundraising - 1%

## HOW WE SPEND OUR FUNDS

Staff Costs – 80%  
Care Related Expenses - 6%  
Property Costs - 4%

Administration Costs - 4%  
Depreciation Service Delivery - 3%  
Transport Costs - 3%



# CHAIRMAN & CEO REPORT

**90 years strong ... preparing for the future... and continuing to create possibilities with people – to live, grow and develop their own best life!**

During the 1970s, a group of people living at Sunshine staged an unprecedented dramatic performance called Stepping Out at Sydney's iconic Opera House.

This extraordinary event not only showcased the performers' diverse artistic talents and creativity, but also announced to the world that they had a voice and, indeed, that people with an intellectual disability had much to say and offer their community.

Stepping Out was one of the many crucial steps the people we support have taken towards their full recognition by the broader community as contributing and valued members of society.

Just as Dr Lorna Hodgkinson insisted in 1924 on the (then controversial) right for children with an intellectual disability to learn and lead productive and fulfilling lives, Sunshine has continued for 90 long and remarkable years to create change, upset the status quo and challenge our community to acknowledge and fully embrace and include people of all abilities.

As we celebrate our 90th year, we are creating a short film to showcase the diversity of support we now offer. This captures our journey towards a truly person-centred practice that offers full choice, control and community inclusion for the people we support. We hope to heighten understanding of the improvements in quality of life people are now experiencing by living, connecting and being a part of their community and living their own best lives.

We look forward to sharing this with you over the next year.



**Steven  
Gregg**  
*Chairman*



**Rebecca  
Fletcher**  
*CEO*

# PREPARING FOR THE FUTURE – READY FOR CHANGE

**Last year, we were delighted to open an office and appoint a coordinator in Newcastle to introduce Sunshine to the Hunter region, the trial site of the National Disability Insurance Scheme (NDIS) in NSW.**

In doing so, we have discovered there is much excitement and anticipation – as well as a little trepidation – both on the part of the people awaiting support, and the organisations seeking to support them. Within our first six months in the region we have two members of our leadership team busy networking and introducing Sunshine to existing providers, families and the local community. Although not initially our intention during this period, ten clients have approached us and asked us to support them under the NDIS scheme.

We are thrilled by this indication that who we are and what we have to offer has been so warmly welcomed in the Hunter region. And now, having lodged our first invoice claim with the NDI Agency (NDIA), we realise we are already well on the way to the new world we have anticipated and prepared for, for so long.

Sunshine has been a long term champion of the introduction of an NDIS in Australia. We have actively campaigned for its creation, and continue to push for appropriate funding to provide fair and sustainable support to people with disabilities and their carers across Australia. Now that it is rolling out, the NDIS trial sites across the country are buzzing with activity and, for those involved and/or closely observing, presenting a number of interesting trends.

**Last year, we were delighted to open an office and appoint a coordinator in Newcastle**

As the NDIA continues to listen to feedback, and as the scheme slowly starts to grow into a fully active program, there is clearly insufficient data at this stage to draw any final conclusions about the success or otherwise of the scheme. Sunshine continues however, to be proactive in engaging with every aspect of the scheme, the agency and the people who are seeking services, in order to make sense of what is working and not working in the trial sites.

The opportunity to provide support to our first ten people in the region is, of course, providing us with valuable insights into the scheme and what it can and can't do. This experience informs us about how to develop our organisation, strategies and approaches to all aspects of our business – from marketing to recruitment and training, to systems and finances. While the uncertainty of this ever-changing landscape continues to be challenging, we, along with the sector at large, are preparing our systems, structures, services and supports for what is to come.

Through all of this we intend to ensure that we continue to live our core values of respect, generosity, integrity, unconditional positive regard, courage, collaboration and excellence, as they are the foundation of everything we do.



# OUR STRATEGIC FOCUS

**In our continual efforts to deliver on our purpose in the face of change, this year, the Senior Management Team together with the Board, reviewed and developed our existing three-year strategic plan into a rolling three-year plan.**

This means that as each year passes, we will review it and add an additional year to the plan, rather than waiting until it is completed before starting again. The constant and accelerating pace of change in our industry (and the economy at large) means we must maintain a flexible and continual approach to strategic planning so we can respond nimbly and immediately to our ever shifting internal and external environments.

While we intend to grow over the next three years in order to maintain our robust and sustainable position, the greater imperative is to ensure we are prepared for, and responsive to, this rapidly changing environment.

Throughout the year, directors attended a number of conferences, forums and briefings to enhance governance practices and to keep abreast of our sector's changing landscape and emerging issues. We thank the directors for their ongoing commitment to best practice and continual improvement for the Board and for Sunshine overall.

We highly value our partnerships with government. In particular, we thank the Australian Government's Department of Families, Housing and Community Services and Indigenous Affairs; Department of Health & Ageing (DoHA); Department of Social Services (HACC) and the NSW State Government's Department of Ageing, Disability and Home Care.

Our greatest challenge for the coming year continues to be implementing the enormous changes required for us to manage:

- The move from block to individualised funding**

This includes: unit costing; fully costed support plans; individual invoicing and collection; new user-pays systems (no service, no pay).

- Consumer directed support**

People seeking support and their families will decide on the type and period of support, creating a diverse and potentially chaotic tapestry of individual supports rather than traditional services.

- The NDIS**

This creates a completely new system of assessing, planning and funding support that strips it back to specific line items that are potentially provided quite separately, creating an utterly different approach for organisations in providing, monitoring and accounting for the support they provide.

- A buyer's market**

Choice and competition will be introduced – coinciding with more rigorous and tighter funding – meaning we have to be 'lean and mean' and competitive. This includes high quality marketing directed to people with disabilities and their families, rather than government. It may also involve other efficiencies that might only be achieved through economies of scale. The sector is abuzz with discussions (covertly and overtly) about:

- Possible amalgamations, mergers and/or partnerships
- How will we know when we are doing well, or are at risk?
- How do we measure quality for the people we support – not the efficiency of our organisation, but the real quality of life changes for people? And who will do the measuring?

- ADHC's withdrawal from service provision**

With the legislation being passed late last year to enable ADHC to respond to the NDIS by handing over all their existing services to others to run, we face potential growth, but all the risks that come with it. This includes: government offloading assets requiring modification with no funds allocated; offloading staff without adequate funding for their continuing level of wages; different types of clients we have no experience/skills to support; and geographically dispersed support services.

- **The influx of 'for-profits' into the sector**

It is expected that 'for-profit' enterprises (both national and international) are likely to enter the market. These organisations have access to substantial resources and infrastructure for marketing etc, creating significant and unequal competition.

The impact and interplay of each of these factors will greatly influence the context in which Sunshine operates in the coming years. We therefore need to be vigilant in monitoring their impact so we can respond confidently and effectively in this new era.

## OUR BUSINESS AS USUAL

### Sunshine is approved as a registered provider of support in NSW under the NDIS.

Currently we are approved to deliver 12 classes of supports:

1. **Accommodation/tenancy assistance**
2. **Assistance to integrate into school or other educational program**
3. **Assistance in daily life tasks in a group or shared living arrangement**
4. **Household tasks**
5. **Participation in community, social and civic activities**
6. **Management of funding for supports in a participant's plan**
7. **Assistance to access and maintain employment**
8. **Assistance with daily personal activities**
9. **Development of daily living and life skills**
10. **Other innovative supports**
11. **Physical wellbeing activities**
12. **Training for independence in travel and transport**

We also acquired accreditation to deliver Community Participation Programs in the Central Coast for Centre-Based Community Access, Individual Community-Based Options and Self-Managed Model.

We applied for and were successful in becoming an approved Community Support Program (CSP) Provider. Sunshine can now support clients with packages under the former program called Attendant Care Package.

During the past year, Sunshine took over responsibility for a vacation and after school respite program at Cumberland, Prospect and Nepean. Currently we support 66 families in this program. We also began supporting children in a home environment in the Central Coast. This is an interesting and new project for us. Everyone involved in this program is really excited about the prospect of enabling the children to lead their own best lives.

The Executive and Senior Management team and all of our staff are the backbone of the organisation and they continually give well beyond what is expected. Through their skill and dedication and their living our core values, there have been many tangible and sustainable successes which have contributed to our overall result. We sincerely thank and appreciate each one.

This year our professional development team delivered 2600 hours face-to-face training. A monthly LINX meeting, as well as coaching and mentoring sessions from an external consultant, have supported our leadership team's professional development. Our focus is to develop and redevelop our people to ensure that supports are delivered within the context of person-centred approaches, and reinforcing that we are enablers rather than doers.

We have recommenced our Family Forums, with the first session held on Thursday 29 May. It was well attended by families, and our guest speakers, Melanie Schlaeger, Ambassador for Living Life My Way and Karen Truskett-Jones, ADHC Senior Project Officer, spoke about the changes at ADHC, the NDIS and the Enabling Legislation.

Overall, the past year has been a busy but exciting one for Sunshine as we adapt to be as ready as possible for this transformative new era in disability services.

# STRATEGIC PLAN 2012-2015

STRATEGIC PILLAR

# ONE

THE PEOPLE WE SUPPORT

STRATEGIC PILLAR

# TWO

OUR PEOPLE

STRATEGIC PILLAR

# THREE

OUR STAKEHOLDERS

STRATEGIC PILLAR

# FOUR

OUR ORGANISATION

**We value this report as an opportunity to reflect on our progress towards our goals as set out in our strategic plan.**

Now – being two years into this plan – we are proud of the achievements our organisation has made and believe we are making excellent headway.

At the same time, we know we have a long way to go in fulfilling our vision and achieving all we have set out to do.



STRATEGIC PILLAR

# ONE THE PEOPLE WE SUPPORT



Daniel Nattress

## SUPPORT FOR YOUNGER PEOPLE

**Sunshine is continually looking at how we can grow and provide services with a difference, and broaden our scope regarding the types of supports we are able to offer people.**

After successful results in accreditation and tender approvals, our most recent success is Sunshine's Out of Home Care (Residential) Accreditation. The accreditation is with the NSW Children's Guardian.

Sunshine proposed an Intensive Residential Care model for children and young people with a disability with high complex medical support needs. The proposal was developed to specifically meet the needs of the three children who, at the time, were residing at Allowah Children's Hospital, and were unable to live at home.

The three young people have recently transitioned to the Central Coast to live in a three-bedroom home in the Wyong region, which has been purposely renovated to meet their support needs.

The service will deliver meaningful outcomes for young people, based on building safe, secure and nurturing relationships.

We have recruited a dynamic team of direct support professionals who are looking forward to supporting the three young people as they continue to grow and develop.

*The service will deliver meaningful outcomes for young people*

The team's primary goal is to provide a child-centred service. This is to ensure that positive relationships are developed, centred on the best interests of the young people. There will be an emphasis on the safety and wellbeing of the young person, and in creating a place they can call home.



Chelsea Peterson



Cameron Leader-Elliott

# MALCOLM'S STORY

**Malcolm moved into Springfield supported accommodation on 12 November 2012, after having lived in the Henry Kendall Aged Care Facility for the previous 15 years.**

Since moving to Springfield, Malcolm has found a new world of opportunity. He assists with cooking and preparing his own meals. He also sits with staff to complete his menu planner and shopping list, and he does his weekly grocery shopping.

Malcolm has a very busy social life. On Fridays he goes to Men's Shed and works with wood, creating some beautiful pieces that he hangs on the wall of his unit. His latest creation is a lion's face made from different types of coloured timbers. Malcolm made two – one for himself and one for his sister.

He also does art class every Thursday and has a real flair for great scenery paintings.

Every second Tuesday, Malcolm is dropped off at his twin brother's plant nursery in Wyee where he spends some time with his brother, helping out around the nursery. Malcolm's interest in plants is realised at home as well, and he tends to the 2 large vegetable gardens at his home.

Malcolm has shown a keen interest in dancing, even though he uses a wheelchair and he also attends Merry Makers every Thursday evening.

He goes out to lunch with his parents every Wednesday and spends quality time with them talking and socialising over lunch. Malcolm also catches up with his family for luncheons and BBQs on weekends.

***Malcolm has shown a keen interest in dancing, even though he uses a wheelchair***

Malcolm loves seeing shows and concerts at the local Laycott Theatre, the last one being the Buddy Holly Show. Another show Malcolm has enjoyed was the Johnny Cash Show. Malcolm also loves football and most other sports. His most recent game was to see the Mariners play at Blue Tongue Stadium. It's not unusual for Malcolm to request staff to wake him up very early in the morning during the tennis season so he can catch the live telecast matches.

Malcolm says that his life has really changed for the better since leaving the confines of a nursing home to come and live at Springfield.



Malcolm Strevens

# RESEARCH PROJECT – DYING TO TALK

**Death is a taboo subject in society.  
People often avoid talking about it, and  
there is often little planning or support for  
people approaching the end of their life.**

When combined with intellectual disability, there are two taboos at play. This leaves people who are already vulnerable at risk of unnecessary personal distress and confusion.

Like all Australians, adults with intellectual disability deserve information and support about death and the process of dying to help them understand and plan.

Research shows that adults with intellectual disability lack access to this information, and have limited opportunities to discuss their concerns and wishes regarding their own death. Many encounter death without understanding what is happening and with no opportunity to say goodbye or to bequeath treasured possessions.

People with intellectual disability are exposed to dying and death of others with intellectual disability around them, but staff rarely help them to deal with these issues, even though they are uniquely placed to do so. Staff do support the right of people with intellectual disability to know about dying, but currently do not know how to respond to this need. Regrettably, disability services are currently ill-equipped to help adults with intellectual disability to understand and plan for the end of their life.

The University of Sydney, in partnership with Sunshine, was successful in gaining funding through the Australasian Research Council to conduct research and develop a toolkit. The toolkit will be used to build the capacity of disability staff to assist adults with intellectual disability to understand and plan for their end of life. The research commenced in 2013 and is expected to conclude in 2016.

***...there is often little  
planning or support for  
people approaching  
the end of their life***

# UNIVERSITY OF SYDNEY PHYSICAL ACTIVITY AND EXERCISE RESEARCH PROJECT

**In May 2010, Sunshine and House With No Steps partnered with a team of researchers from the University of Sydney to submit a research grant about physical activity and exercise to the National Health and Medical Research Council's (NHMRC) Partnerships for Better Health research funding program.**

Our proposal was successful and was funded by the NHMRC in 2011.

## Why physical activity and exercise?

Adults with intellectual disability are much less physically active than the general community, according to Chief Investigator Professor Roger Stancliffe from the University of Sydney's Centre for Disability Research and Policy.

One recent study found that people with intellectual disability aged between 25-34 years have an activity level equivalent to that of a 75 year old in the general public.

This lack of physical activity means that people with intellectual disability are becoming increasingly susceptible to lifestyle diseases that are avoidable such as cardiovascular disease and premature ageing.

## What did the research project involve?

The project compared two different approaches — a small group 'boot camp' style structured exercise program and an individualised 'lifestyle' approach — to determine the most effective strategy.

These two groups were compared to one another and to a control group which did no additional physical activity.

For each of the four waves of participants, the exercise program ran for nine months. In the first three months, university exercise specialists designed and led the exercises and activities with Sunshine community living staff. In the following six months the program was implemented solely by Sunshine staff. A unique feature was the focus on up-skilling disability staff to make the program sustainable and cost-effective so it can become a core element of service delivery that will continue long-term. Additional features designed to make the program feasible and sustainable included using local, low-cost facilities for exercise such as local parks, walking in the neighbourhood or exercising at home.

Between September 2011 and December 2013 a total 41 residents from Sunshine's Accommodation and Supported Living support services took part in the project across the four waves.



Alison Hall

***Our proposal was successful and was funded by the NHMRC in 2011***

## **Fitness testing**

To measure whether the program was effective, participants' fitness and strength were tested before the program started (baseline), then again after three months of intervention, and once more nine months after baseline. Testing took place at the University's Faculty of Health Sciences campus at Lidcombe using the specialised testing equipment housed there. Each person's strength and fitness were tested at Lidcombe. There were also measures of each person's everyday physical activity. This involved the person wearing very small monitoring devices during waking hours for a week or so. As well, the psychosocial benefits of physical activity were assessed to measure changes in factors such as attitudes toward exercise. Final testing of the last wave of participants was completed in December 2013.

## **Preliminary research findings**

In 2014, the University research team have begun to work on organising and analysing the very large amount of research data. This work is continuing. Some encouraging preliminary findings have been identified so far.

**Attitudes to exercise:** Relative to controls, participants in the lifestyle physical activity intervention group reported significantly more positive attitudes to exercise at three-month post-test assessment. This is an important result because in the general population, more positive attitudes toward exercise are associated with sustained exercise participation.

**Functional walking capacity:** Walking capacity was measured using the 6-Minute Walk Test where the person is asked to walk on a standard track as fast as possible for six minutes. Participants showed a significant improvement in walking distance at three months, with improvement sustained at nine-months follow-up. Walking capacity of the structured exercise (boot camp) group improved significantly.

## **What's next?**

The university researchers will keep working on the research data to identify other important outcomes of the project. This analysis will continue throughout 2014 and into 2015. As they become available, various findings will be reported at meetings and in publications. It is hoped that the findings from the project will be useful in guiding similar wellness interventions at Sunshine and in disability services across Australia.

A very big 'thank you' to all of the employees at Sunshine and people supported by Sunshine who worked very hard to make this project such a success.

ROGER STANCLIFFE – PROFESSOR OF INTELLECTUAL DISABILITY



***A very big  
'thank you' to all  
of the employees  
at Sunshine***

Roger Stancliffe – Professor of Intellectual Disability & Chris Murphy

# PHILIP'S STORY

## Phillip is a young man supported externally from his home for Community Access by one staff member.

Phillip has chosen to be supported from home, as he does not like the idea of having a disability and consequently being perceived as different.

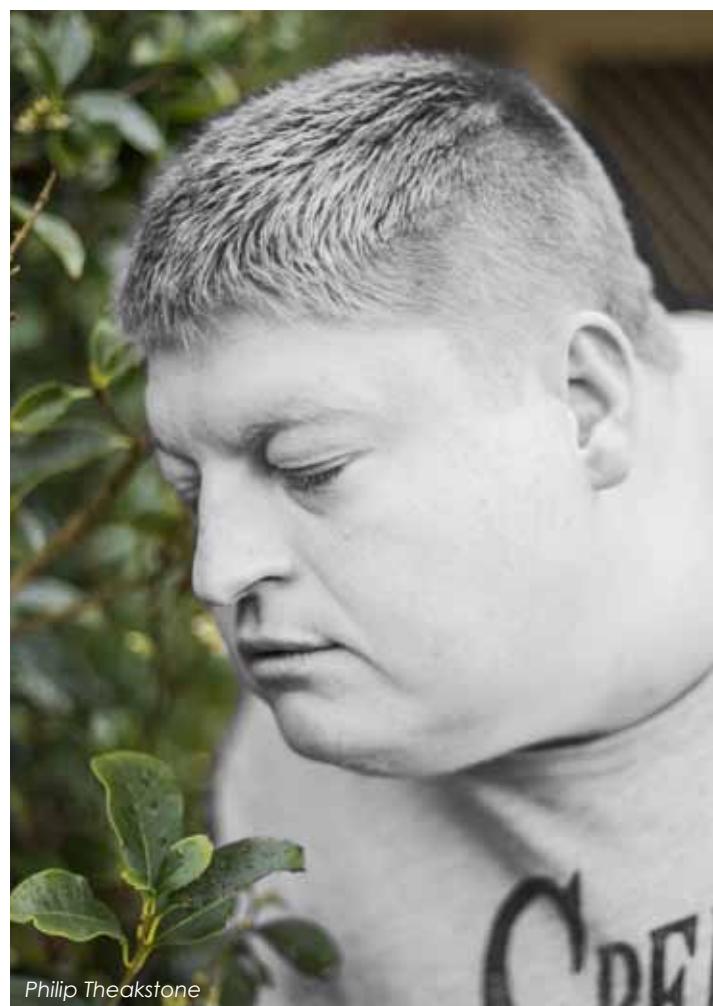
Therefore, Phillip prefers not to attend a centre-based day program where his peers will be people living with disability. His mother has mentioned that Sunshine was perfect for Phillip, as the name of our organisation does not contain the word 'disability'. She said Phillip would not attend any organisation which has the word disability in its name, and he refers to staff as friends from Sunshine.

Living with Prader-Willi Syndrome, Phillip struggles with his weight and his parents encourage him to attend a gym. Similar to his perception of his disability, Phillip views his size as another reason for people to stare and point at him. He agreed however, to attend an aerobics/Zumba class in Richmond with a Sunshine staff member. This class was specifically facilitated for people with disabilities to attend, so we were a little concerned about how Phillip would go.

Many disability organisations send groups to this class and the staff are encouraged to participate as well.

Phillip appeared happy to participate because his staff (his friends) were joining in too:  
'If they can dance and have fun with people that are different, I can too!'

Phillip became excited about attending his weekly gym session. He formed a strong relationship with his instructor, Megan, who took the time to introduce herself at their first meeting. He soon developed relationships with several people supported by different organisations, and their staff, and he has enjoyed mixing with other people.



Phillip Theakstone

***If they can dance  
and have fun with  
people that are  
different, I can too!***

# JAMES' STORY

**Sometimes we underestimate the potential of the people we support. Some months ago, James stated that he wanted to go to a disco in the community, not a disability disco.**

He wanted to attend a normal club event where he could socialise with other people.

James has difficulty with his speech and can get frustrated when he is not understood, and this can make socialising or making new friends difficult.

James went to a disco at the local club with a staff member as a support person. Once James arrived, he insisted on buying his own drinks at the bar. He subtly distanced himself from the staff member and started talking with a group of people.

James ended up dancing pretty much all night with different people, with one lady stating he was a perfect gentleman. The staff member asked James if he was ready to go at 10pm James said, 'No I will tell you.'

James proceeded to meet people and dance all night. He returned to his table and promptly decided he was ready to leave.

This is a perfect example of how being person-centred can have a profound effect on someone's life. It gives the opportunity for the people we support to lead and achieve many things.



***James proceeded to meet people and dance all night***



# THE ART OF SUNSHINE

## The Art, Paper & Ceramic Studios at Sunshine are a part of our Community Access program in Pymble.

They are dynamic, arts focused environments where the artists we support can explore their creativity and self-expression in a setting that's inclusive, educative, and where relationships with each other and the community are promoted.

In this year's annual exhibition, Sunshine will celebrate 90 years of supporting artists with disabilities. The talents and hard work of artists from all three studios will be showcased, with the artists giving expression to themes and ideas involving the evolution of Sunshine to mark our 90 year milestone.

Recently, the art department asked professional artist, Leone Harris, to join Sunshine as a visiting artist. A painter with years of experience, she is leading a collaborative project in the art studio, giving the artists at Sunshine the opportunity to work alongside a professional artist, develop new skills and immerse themselves in an alternative art making process.

The growing interest in art programs for people with a disability has led Sunshine to appoint a new coordinator for its arts programs. Heidi Ferguson, who has substantial experience and knowledge within the arts sector, has been working diligently to build on the talent of the artists already attending the studios at Sunshine. Together the team are leading Sunshine's art department towards becoming a leading facilitator for artists with a disability.

*...dynamic, arts focused environments where the artists we support can explore their creativity*

## FUSION

The Art & Paper Studios have been ever present in the art community over the past year.

Last August the Paper Studio participated in Fusion, an art exhibition which showcased works by paper artists who are members of Primrose Park Arts Inc. Under the creative guidance of Sunshine art facilitators, five of our artists collaborated on a 3D handmade paper art work "Layered". The exhibition ran for two weeks at The Palm House, Royal Botanic Gardens in Sydney.



## **UNDER PRESSURE**

Following on from Fusion, Sunshine's artist Bettina Anderson showed her creative talents at the annual Under Pressure exhibition at Gallery Red, Glebe. Now in its fifth year, the exhibition invites a handful of printmaking artists from around Australia to exhibit their works. Bettina was one of the lucky (and talented) artists to be chosen to take part in this annual celebration of printmaking.

## **VIVID FESTIVAL**

Earlier this year, Sunshine was asked to participate in the Vivid Light Festival. In collaboration with North Sydney Council, local schools, community groups, Sunshine's Art Studio artists and staff painted a number of PVC poles that provided a base for hanging lanterns that were illuminated every night of the festival. The colourful artworks were on display alongside a harbour foreshore walkway in Kirribilli. Artists, their friends and families had the opportunity to view their public artwork as part of this amazing annual festival.

## **CERAMICS**

In recently appointing a ceramicist, we've taken a step toward expanding the range of classes available at Sunshine. This provided additional opportunities for the people we support at Sunshine to participate in and express their creativity at the various studios. The new Ceramics Studio, located at Frenchs Forest will offer our artists more creative scope between the three studios. It will also enable us to invite other people and artists to experience what our Art, Paper & Ceramics Studios have to offer.

***...this year's exhibition,  
Sunshine will celebrate  
90 years of supporting  
artists with disabilities***



# WAYNE'S STORY

**Supported Living is working together with people, families and their support networks to create options that enable all people to live a good life.**

Sunshine recognises that a 'good life' means different things to different people, and our approach enables us to promote some common themes for the people we support, including:

- Opportunities for valued relationships
- Security for the future
- Opportunity to make a contribution
- The freedom to make choices
- The challenge of taking a risk

Wayne has been supported by Supported Living since 2012. He lives with his cat, Bella, in a self-contained unit that is a part of the family home shared with his parents, Barbara and John.

Here's what Wayne has to say about the Supported Living Program:

'I like my own room. The program is good. The best thing is that I learn things and I love saying hi to people. If I didn't have the program I would miss the people coming. I wouldn't have anyone to come and help me with all my chores. I would miss getting organised for work. I learn to cook and sort out my clothes. I like Joel coming every Saturday – we go out places together. In the future, I will be able to do things on my own and I will be able to cook by myself. I will be able to do everything on my own.'



Wayne Skidmore

*I like Joel coming  
every Saturday  
– we go out  
places together*



# FLEXIBLE RESPITE – CREATING OPPORTUNITIES

**Over the past 12 months, Sunshine's new flexible respite service has continued to strengthen, and proven a welcome addition to the community.**

Based in Western Sydney, the service includes choices for families for in-home, vacation care and after school care.

In the first few months of taking on the new service, the Sunshine team got to know each family personally, and know and understand what families were asking for. The managers were able to develop vacation care and in-home care tailored to what each person needed for respite.

Vacation care trips have included visits to Calmsley Hill Animal Farm, Taronga Zoo, the Easter Show, Darling Harbour Aquarium and a range of activities within the community.

Many families have expressed their relief regarding the impact the respite service has brought to their lives. And once we have understood their circumstances, we've been able to offer other links to assistance, for example, Companion Card information and advocacy support.

We look forward to continuing our presence within the Western Sydney area for respite, and we are always pleased when we hear of specific requests for support from Sunshine.

We asked a parent who receives respite for her two children, what this support means for her:

*When I have time for myself ... I feel a different person when I come back home*

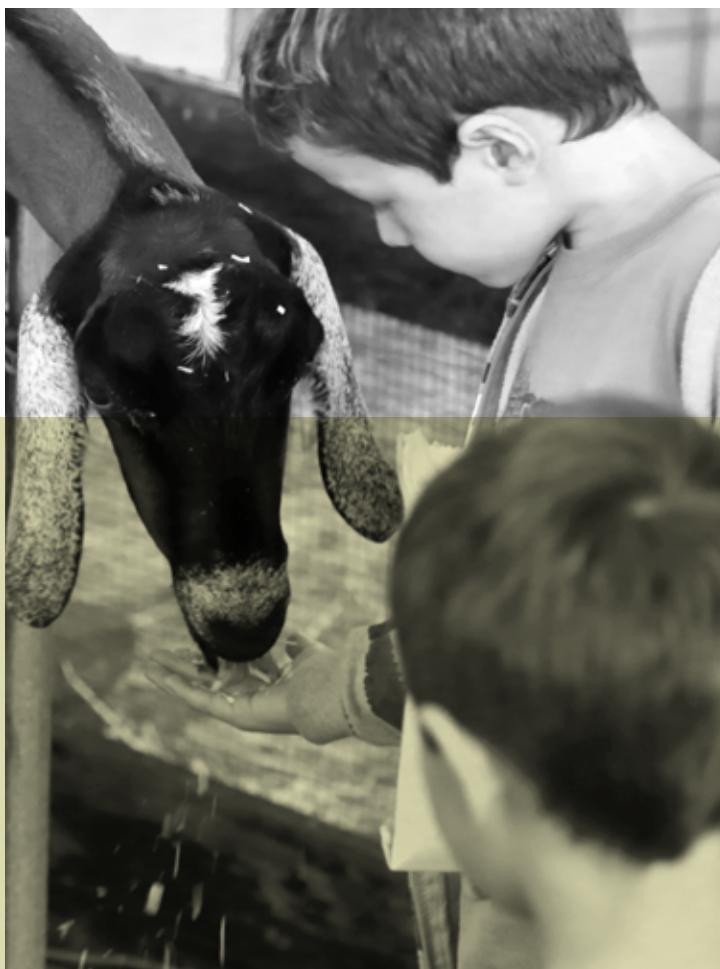
'Sunshine Flexible Respite has been really helpful to me and very reliable. It has given me time for myself which is very important for my mental health, as it allows me to get connected to my friends, and to be able to interact and have adult conversation.

Full time caring for two boys with disability 24/7 is very draining both physically and mentally. I feel isolated, and that I don't have a normal life most of the time. When I have time for myself – whether to go out with friends or pamper myself – I feel a different person when I come back home. I become more patient with the boys and I feel recharged and not short tempered. The boys come to know the carer and they learn to trust other people aside from me. They are used to it now. They know that mummy can go out sometimes and have time for herself and that she is coming back.

Sunshine Flexible Respite is doing such a terrific job that I will be lost without them.

I am so thankful that I have Sunshine Flexible Respite.'

- TESS RALSTON, MUM TO KEITH AND RYLAN



# HELLO HUNTER

**Sunshine welcomes and embraces the increased choice and control people with a disability are able to exercise over the services they receive under the progressive rollout of the NDIS.**

2013 saw the establishment of a community presence within the Hunter Region – the NDIS launch site.

In November 2013 we appointed a Community Links Coordinator – Diana Allen – based in the Hunter. Her role is to establish a community presence, build a profile for Sunshine in the region and understand how the NDIS is being implemented. We have collaborated with many networks and services within the Hunter, and this is reflected in the many enquiries and referrals Sunshine has been receiving.

Our presence in the Hunter demonstrates that people with disability want to make significant changes to

their current life, with support already being provided for ten individuals who have been granted an NDIS plan.

When asked why the individuals chose Sunshine to provide support, they gave the following reasons:

- Flexible support
- Able to be involved in the recruitment process
- Able to have choice and control over their supports
- I can choose my own staff
- You let me know what is happening

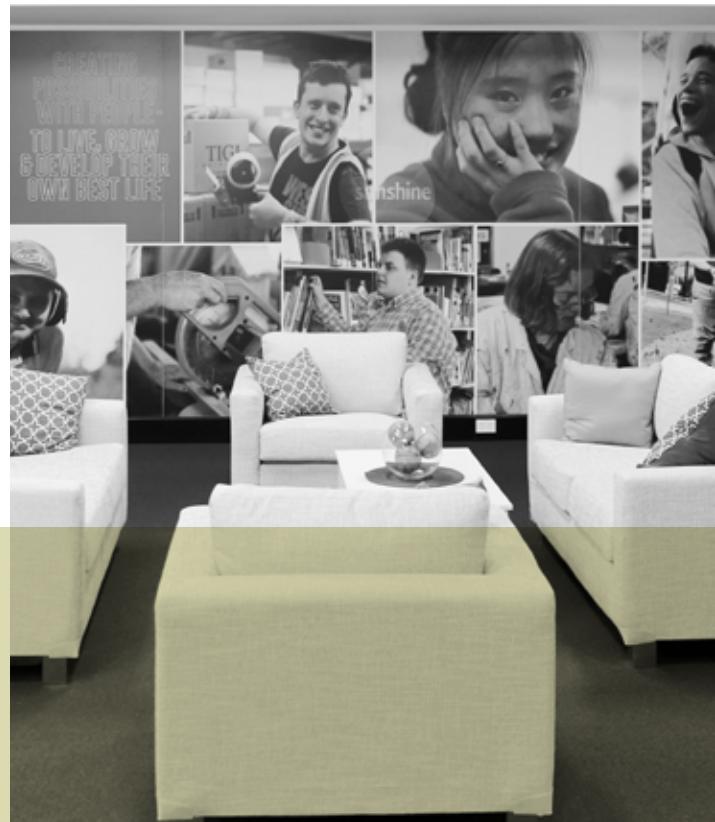
Sunshine has been able to provide flexible, innovative and responsive support, drawing on our learnings from person-centred approaches. We are pleased with the response we are receiving from the community in the Hunter and look forward to continued growth in the region.

## TRANSITION TO WORK

**Having a purpose each day is important to each of us as human beings.**

And being valued for our contribution through work can be a key way to achieve this. Sunshine offers a number of ways we help people gain the experience of work and employment – and this also creates opportunities to learn, interact with others and enjoy life.

*In November 2013  
we appointed a  
Community Links Coordinator,  
based in the Hunter*



# TIM'S STORY

## Another chance and a different approach worked for Tim.

When we first met Tim he had been referred to our community participation (CP) program by another Transition to Work (TTW) provider who felt he was unsuitable for work and a TTW program. He didn't look like a man who was happy and his family were concerned as they were seeing behaviours at home they hadn't seen for many years.

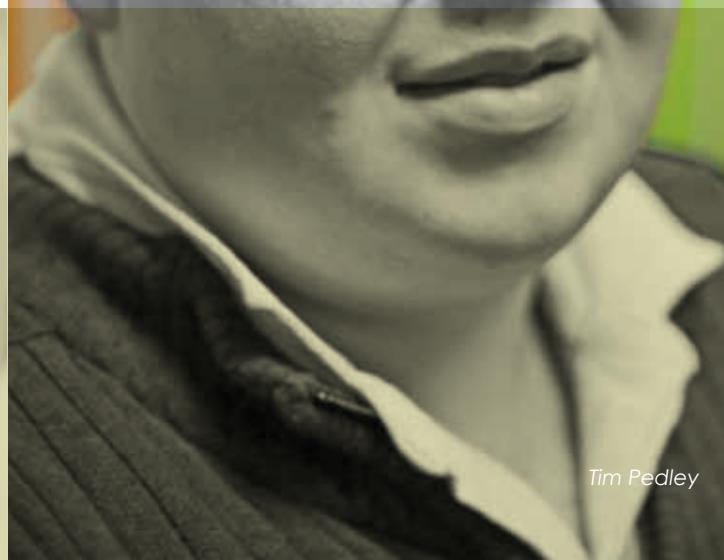
When Tim started with Sunshine we saw him differently. It was clear he hadn't enjoyed what he was doing - which was the same thing every day in an environment he didn't like. We all agreed he should be given more time to settle into a program so different from school; another chance to explore what he liked and didn't like and what his future could be. Tim, his family and Sunshine's CP and TTW teams worked together to facilitate a smooth change of program and locations which included a temporary secondment of a staff person Tim liked to work alongside him.

Like many people straight out of school Tim had a limited idea of what he might do for work. He also experienced difficulties in communicating his thoughts to others; particularly people who didn't know him well. Over the following months Tim tried work in a number of different places; learning about what worked and what didn't work for him - and more importantly how to let us know.

Tim has gained many skills, including social skills, as well as confidence in his own abilities. The most significant change has come as a result of getting to know Tim and developing communication aids and strategies around change that work for him. Tim has been able to take these into new environments and let people know what's going on for him.

This has greatly reduced his anxiety and increased his contribution and decision making.

Today Tim is on the waiting list with an Australian Disability Enterprise. He completed some work experience there and impressed by his ability they will offer him a job when a vacancy arises. Having a job is what Tim wanted and this is a tremendous achievement for him.



***With support,  
Tim has gained  
many skills***

Tim Pedley

# CJP: IT'S NOT ABOUT THE DESTINATION BUT THE JOURNEY

## **James started with Sunshine's Community Justice Program (CJP) in 2010.**

At that time he had an affiliation with a violent gang in the Western Suburbs and he struggled to manage his anger.

There was a lot going on for James that made life difficult for him. He had some mental health issues that were impacted by a drug induced psychosis, as well as an intellectual disability. In addition he had health issues such as diabetes which were going unmanaged. He was sleeping throughout the day and staying up all night. He'll tell you this was due to boredom and sometimes the side effects of his prescription medication.

It is also fair to say that James had felt let down many times in the past and he had a natural distrust of services and staff. It took about seven months of intensive rapport building with his case worker from Sunshine before James started to respond to the social inclusion and mentoring by the team.

His response and weekly participation has shown remarkable commitment and engagement resulting in some impressive growth for James and a more social way of life.

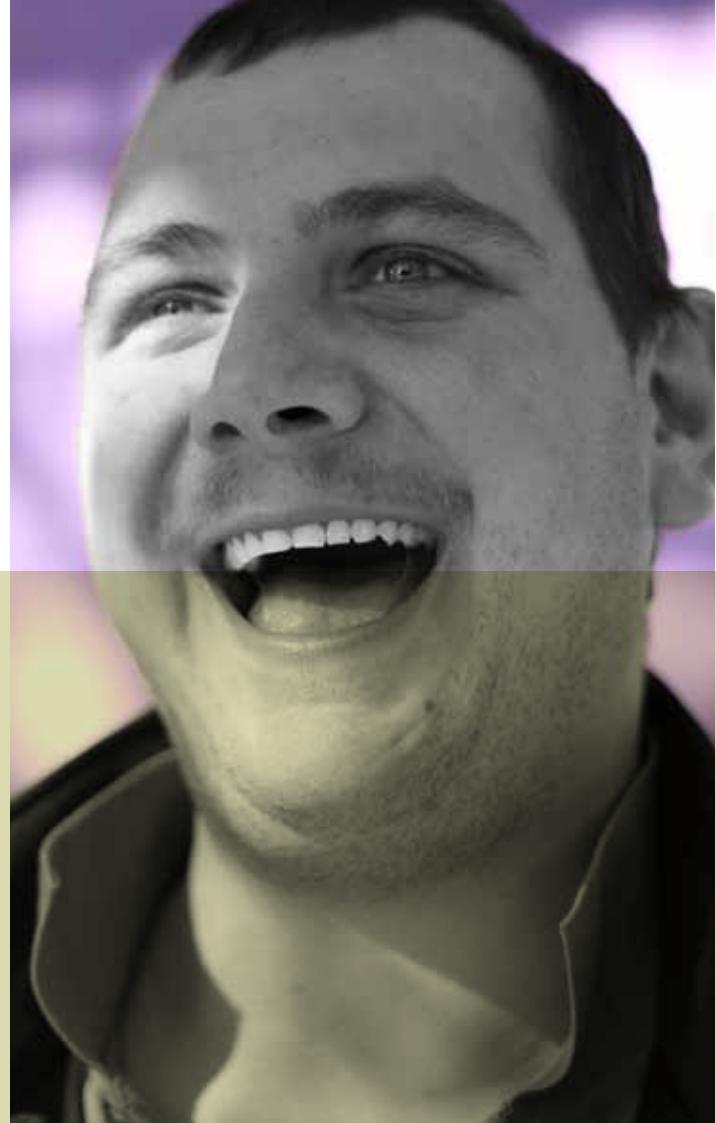
James learnt some new techniques to assist him in his anger responses, and developed a new set of tools and habits that has seen him replace some violent or self-harming behaviours with new habits and responses. This enabled us to support James to participate in formal literacy classes at the Mission

Australia Centre where he bonded well with his tutor. He also received support from his case worker with functional numeracy. His sense of self-worth increased and he started to demonstrate positive attitudinal changes.

Sunshine's CJP program received new funding in 2013 as a specialised Transition to Work (TTW) program. James was very keen to be referred to this program indicating that Sunshine's program 'helps his life,' that he 'learns things from us' and that he 'gets to do some fun stuff too'.

Over time James' anger management issues continued to reduce and his diabetes awareness increased to a healthy level where he makes better choices for himself. He continued to respond so positively within the program that we were able to support him to commence volunteer work experience activities in his local community, and register with a

***James' response to the mentoring and social inclusion activities now sees him participate weekly.***



Disability Employment Service. Building on his existing interest in gardening James is currently working in a horticulture program that assists the elderly to maintain their gardens. This volunteering opportunity allows him to practice and learn valuable new skills on the job whilst becoming part of a valued work crew. This has created an important sense of community connection and belonging for James.

James recently added another day to his work experience roster and tells us that he is very tired after work and now sleeps nights and stays awake during the day. His anxieties have reduced and the incidents at his accommodation service have all but ceased. James has indicated that his work experience activities provide him with a sense of giving something back to the community, while making healthy friendships with the people in his work crew as well as the owners of a nearby coffee shop he frequents. The horticulture program recently presented James with a uniform shirt for his consistent attendance and his work place supervisor, Joan, reports that James is an asset to the program and that he is a pleasure to have on the team. He's also been invited to a social event at the coffee shop!

James is looking ahead and would like to add another work experience activity to his week. This time he thinks he might like to try some voluntary work on the loading dock of a St Vincent De Paul or Salvation Army Store. The Sunshine CJP TTW team are continuing to work with James to achieve his person-centred goals.

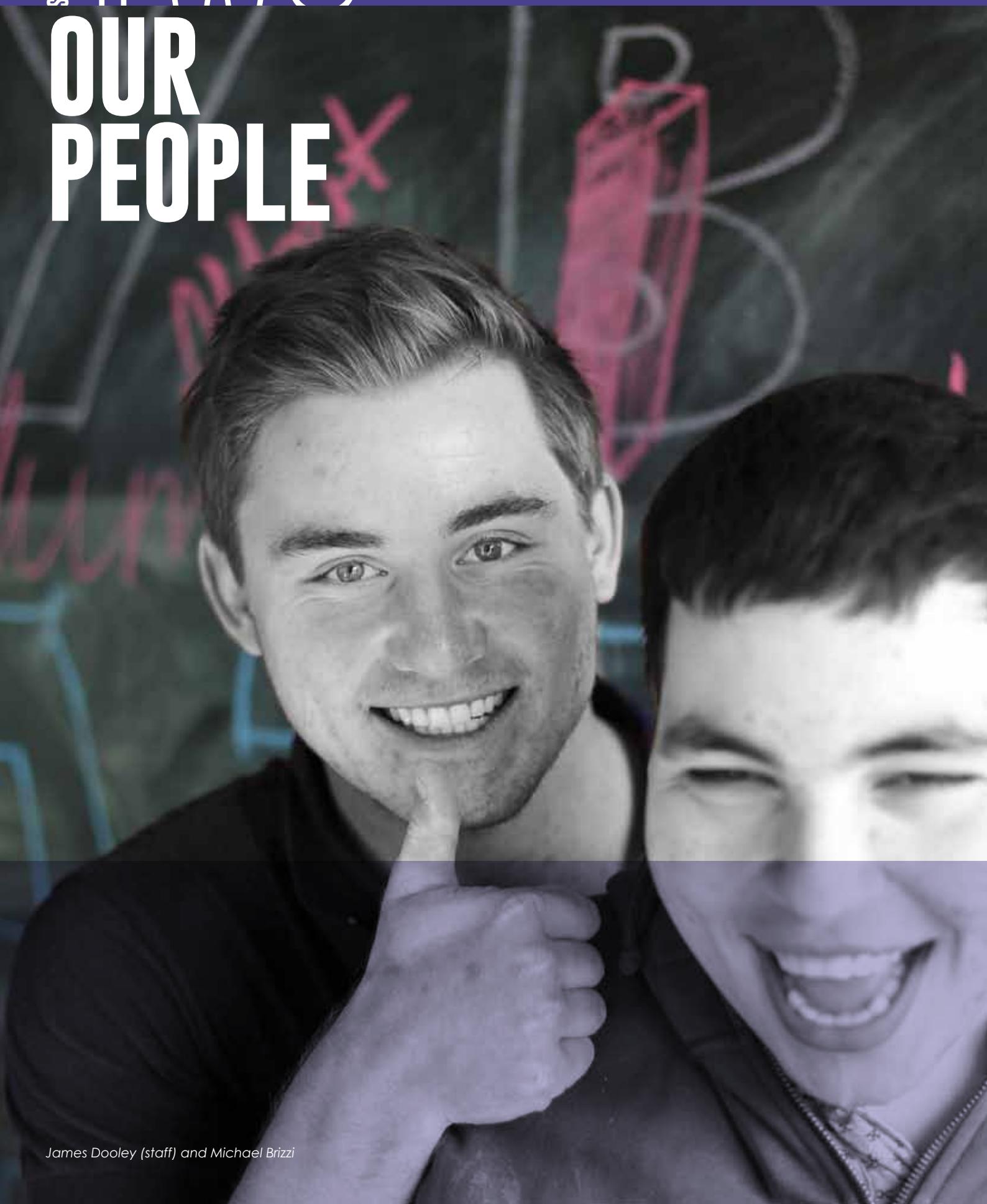
***...he now makes  
better choices  
for himself.***



James Wolff

STRATEGIC PILLAR

# TWO OUR PEOPLE



James Dooley (staff) and Michael Brizzi

# DEVELOPING OUR WORKFORCE

## In the past year, Sunshine has continued to implement Person-Centred Practice Support throughout the organisation.

Replacing the concept of 'supervision', our person-centred approach offers support, encouragement and development for every employee to be their very best.

Underpinning this has been a 12-month program of leadership training on coaching, practice support and team building. This has involved group work and

one-on-one coaching for leaders, facilitated by an external corporate coach at an investment of over \$65,000.

Sunshine has also implemented a program of HR Training for managers, covering HR issues and updates on operational practice.

We've been delighted with the skill development attained by our leaders, which in turn has fostered a stronger environment in which to achieve our person-centred practice goals.



# ATTRACTING, RECRUITING & KEEPING THE RIGHT PEOPLE

## A key development this year was appointing a new HR Coordinator, Mariana Tenorio.

A key development this year was appointing a new HR Coordinator, Mariana Tenorio. Mariana was selected specifically to implement new recruitment processes and practices – a task she has successfully completed but is continually working to improve.

Attracting, recruiting and keeping the right people for the job has been identified as one of the greatest challenges any disability service will face in a shrinking employment market and rapidly expanding industry.

The skills shortage is already being strongly felt by all services, and as an estimated 120,000 new jobs arise as we move into the NDIS, the question of where all

those people will come from is a conundrum vexing all services. We're all already 'fishing in the same pool': the question becomes where will we go next?

Sunshine is listening to the people we support and their families. We're not assuming that 'disability experience' or 'qualifications' are what's needed.

Instead we're focusing more on the people skills, the values and the interests and contribution people can make to the lives of the people we support – and we're trying to be more creative in who we approach and how to find the right people to fill every role.

L-R: Jack Randall Chris Francis, Zoe Daniel (staff), Hannah Sodersten and Jannah Haynes (staff)



Mariana Tenorio  
(staff)



***The skills shortage  
is already  
being strongly felt  
by all services***

# MEETING THE NEW STANDARDS

An important task this year has been to ensure that all of our policies, procedures, practices and service delivery are in line with the new standards.

Just as important has been the need to make certain that our whole team understand the core basis of these in terms of human rights and quality of service delivery.

To assist our staff in applying the principles of person-centredness in their day-to-day work, we've been rolling out a series of tools. These include tools that support simple, person-centred approaches to making decisions, resolving conflicts or issues, having conversations and running effective meetings to name a few examples.

Having launched our fabulous new external website, Sunshine has now moved all policies and procedures onto our internal Sharepoint site, and we hope to develop this further over the next year into a fully operational, interactive intranet.



**Sunshine has now moved all policies and procedures onto our internal Sharepoint site**



# EMPLOYEE SATISFACTION: HOW DID WE DO?

In the second employee satisfaction survey undertaken by the National Disability Service (NDS – our sector's peak body), Sunshine once again scored very well in a number of key areas.

Our highest scores were in the areas of passion/engagement (83%), organisational commitment (86%), job satisfaction (91%), organisational objectives (84%), client satisfaction (83%), and person-centred approaches (PCA) effectiveness (80%).

The only negative responses continue to relate to 'reward and recognition' – a sentiment that is common throughout the industry. Unfortunately, with no scope in the budget to simply increase salaries outright, we must continue to find creative and alternative ways we can reward our employees, as well as to implement processes to recognise the amazing work our people do.

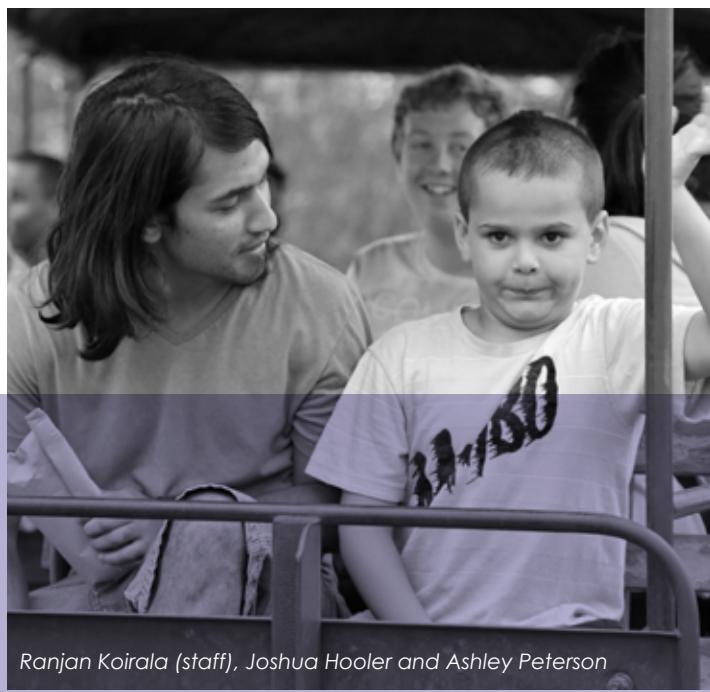


Margaret Macleod and Tracy Sherwin (staff)

***...we must continue to find creative and alternative ways we can reward our employees***



Christopher Tate (staff) and Cameron Leader-Elliott



Ranjan Koirala (staff), Joshua Hooler and Ashley Peterson

# WHAT'S AHEAD...

## To support our people so they can do their jobs to the best of their ability, we're working on a number of important projects.

First of all, we are establishing a new Capabilities Framework. This defines the different roles and levels across the whole organisation, setting out their relative responsibilities in relation to key areas of performance. All position descriptions are then created from this, as are all salaries, key performance indicators (KPIs), performance expectations, support processes and performance appraisals. This allows everyone to have a very clear understanding of what's expected of them in their role, and what they need to develop or improve to advance in their career.

We are also embarking on an employer marketing program to attract the right people – wherever they may be – into our industry and organisation.

Our induction/on-boarding process is being developed to ensure our people are skilled up and ready to provide the best service as quickly as possible.

Sunshine is forming co-training arrangements with Registered Training Organisations (RTOs) so we can offer training in disability services that's tailored to our own needs. We've also been able to offset training costs by taking advantage of traineeships that are available.

Making sure we keep Sunshine a happy, safe and comfortable place for everyone to work is an important priority. As part of this, we are conducting

training to help prevent bullying and harassment in our workplace.

In the coming year, we will continue to invest in new technology to help ensure our HR processes are as effective and efficient as possible. This includes a new HR information management system and candidate management software. These will provide us with up-to-date information to improve and streamline workforce planning, recruitment processes, metrics analysis, assessments, recognition and reward and more.

Training in customer service will be implemented to support employees in meeting new requirements that will emerge as part of the NDIS.

We also hope to extend our Workplace English Language and Literacy (WELL) program more broadly throughout the organisation. This is because we know that the ability to communicate well impacts directly on how easily and effectively each person can do his or her job.

Finally, we very much hope to engage with corporate partners who can offer practical support to enable us to build the capacity of our workforce.

For example, a business may wish to sponsor one of our leaders in completing a higher qualification such as an MBA. Or they may wish to share knowledge by allowing a member of the Sunshine team to train in a specific skill in their company.

We are very much open to suggestions! As we are all part of one community, we would greatly value the opportunity to strengthen what we can offer by learning from our corporate neighbours.

# JAMES' STORY

## **Through the coincidence of location, two lives have been transformed by working in Community Access.**

Through the coincidence of location, two lives have been transformed by working in Community Access.

James Dooley grew up thinking he'd spend his life as a physiotherapist. As part of his studies towards a Bachelor of Health Sciences at Sydney University, he was required to complete over 40 hours of placement. While looking at a map, he picked out Pymble Community Access (CA) because it was the closest to his home.

Dancing was starting up on a typical Wednesday morning when James walked in. He saw a bunch of people dancing around in a circle with one man in the middle enthusiastically doing the chicken-dance and immediately began to question whether he had made the right choice.

'But everyone was having so much fun,' he said.  
'It was just so different to anything else I had experienced before.'

James attended one day a week for six weeks before graduating.

Afterwards, the team leaders kept encouraging him to apply for a job. They said he had unique qualities ideally suited to working with people with disability.

James has since been working as a direct support professional for almost a year.

It was working with Brendan that changed his outlook on what career he wanted.

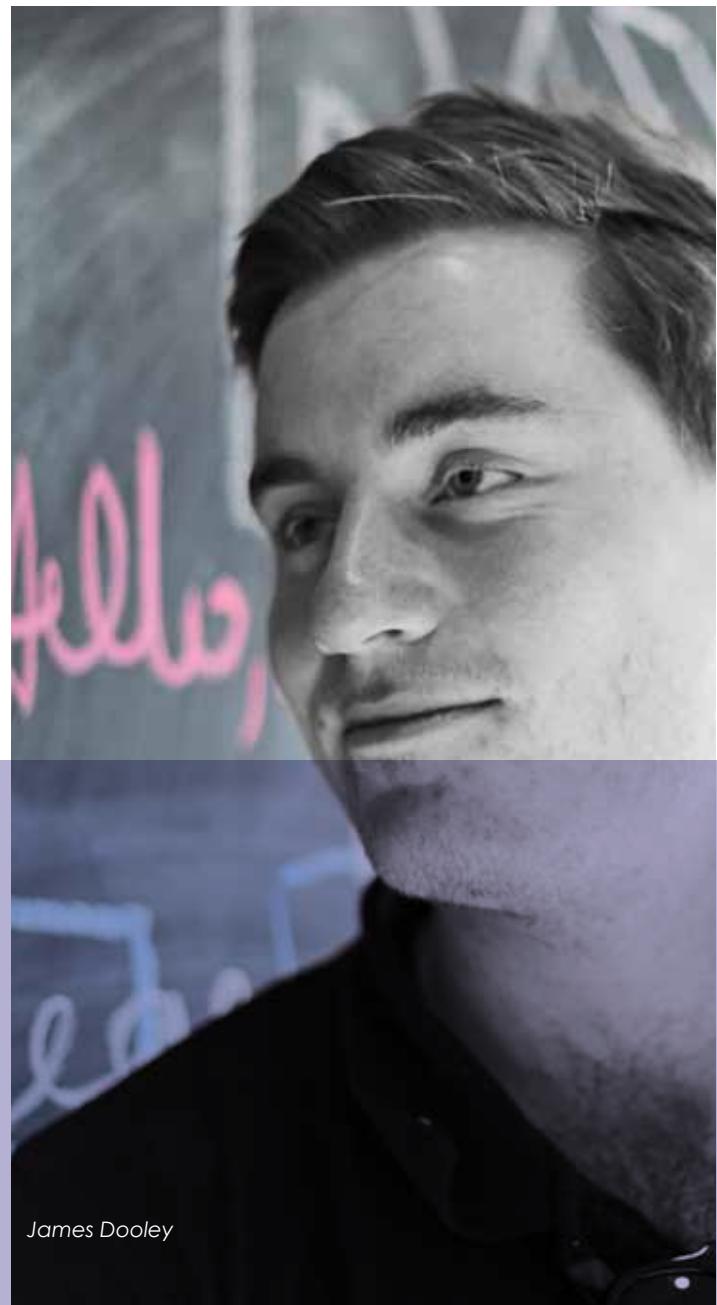
**Through the coincidence of location, two lives have been transformed by working in Community Access**

Some of the people who come into Pymble CA do a paper run through the suburbs of Chatswood every Wednesday morning and Brendan is one of the men who have made it their own.

'As Brendan and I headed out I thought I'd have to assist him with everything,' James reflected. 'But he really surprised me; he just smashed it.'

Brendan and James have been working together ever since, and James has become Brendan's Person-Centred Facilitator.

The two share a passion for running. Brendan is highly capable of running long distances and James has been doing athletics since he was seven years of age.



James Dooley

The paper run has become a regular activity for the two, but bush walks and other long treks have brought the two closer together.

'I love the guy...he's such a good bloke,' said James.

Looking back on his first days working at Pymble CA, James said he'd initially expected that he'd be doing everything for everyone.

'But I realised that I need to take a step back and just assist them where they need it,' he said.

'Now I put a lot more emphasis on slowing down my thought process and putting myself in their shoes, and seeing how I can assist from their point of view.'

It's also been the staff at CA who have helped him overcome difficult days and those moments when he doubted whether he was really cut out for the job in the long term.

'Everyone works as a team and we all look out for each other,' said James. 'No one just tells you to suck it up, it's your job. When everyone gets back to base they want to know if you've had a good or bad day and what they can do to help.'

But James recognises that he might want to move into something that will make use of his degree at some point.

'I might become a physio or occupational therapist for people with a disability,' he said. 'Wherever I take this career it's definitely going to be within disability...but I can't leave this place yet, it's too much fun!'



***I can't leave this  
place yet,  
it's too much fun!***

STRATEGIC PILLAR

# THREE OUR STAKEHOLDERS



## At Sunshine, we are fortunate to enjoy a rich community of stakeholders

– from the people we support and their families – both current and prospective – to our employees, volunteers, donors, fundraisers, sponsors, corporate partners, ambassadors, government agencies, local businesses, our board members and supporters in the communities where we work.

Each person makes an impact on what Sunshine represents and what we can offer to the world.

We greatly value the unique contribution each individual makes, and we're extremely grateful for the many acts of generosity shared with us each day.

We're always very conscious of the importance of our stakeholders in our ability to promote Sunshine, and to engage with the broader community.

During the past year, we've undertaken a number of initiatives designed to strengthen our relationship with Sunshine's stakeholders.

GOALS	KEY OUTCOMES	ACTIVITY	PROGRESS
To develop strong, sustainable relationships with all of our stakeholders	Sunshine is engaged in strong sustainable relationships with all stakeholders	Development & implementation of regular family forum events	In progress
		Strategic plan for engagement with corporate partners	In progress
		Establish local media area kit to present Sunshine uniformly and consistently across various regions	Not started
To enable quality interactions with stakeholders at all levels of the organisation	Quality interactions are evident at all levels of the organisation	Development and implementation of a new feedback & complaints policy	Completed
		Organisation wide customer service training	Not started
Increase the reputation and recognition of Sunshine as an industry leader	Volunteers support our work in diverse contexts and capacities	Develop strategies to engage greater volunteer participation	Not started
		Improve training & information available to volunteers	In progress
Enhance our engagement with families and the community	Sunshine's reputation and brand recognition is enhanced with all stakeholders	Development of 12 month marketing / media plan	Completed
		Undertake brand research	In progress
		Design and implement new website	Completed
		Launch social media campaign	Completed
		Implement 'Our Future Vision' campaign	In progress

# FUNDRAISING

**Every year, Sunshine relies on the generosity of individuals, organisations and community groups to fund the many projects and expenses that do not attract government funding.**

## LOOKING AHEAD...

**To support our longer term strategic objectives, Sunshine seeks to increase fundraising.**

We will do this by investing in several tools and activities designed to increase revenue over the following years. In particular, we plan to:

We greatly appreciate the help we receive through fundraising – whether through donations, fundraising events, purchase of Entertainment books or bequests. Every contribution counts and allows us to do more, and be more, for the people we support.

- Implement a reviewed fundraising strategic plan
- Implement a new CRM system
- Increase internal capacity through specialised expertise in fundraising
- Focus on specific and targeted fundraising campaigns

## VOLUNTEERS

**Among Sunshine's most precious resources is our enthusiastic band of volunteers.**

We are delighted to enjoy the support of so many different people who help out in a variety of ways.

During the last year, our volunteers contributed more than 1330 hours collectively, and this greatly increased our capacity to assist the people we support to live their best lives.

Whether it's spending time with the people we support, or helping out with organisational tasks and functions, Sunshine's capability is expanded substantially as a result of the generosity of our volunteers.

Many of our volunteers provide individualised, one-on-one support, and this fits perfectly with our goal of working towards an increasingly person-centred approach.

The kindness of our volunteers in freely giving their time to help out is also a tremendous gift – one that is greatly valued by the people we support, their families as well as the entire Sunshine team.

Our volunteers add a richness and diversity to our culture, and help us engage more strongly with our community.

To each one of our amazing volunteers, we say a huge thank you for sharing your time and talents this past year – we could not have achieved all we have without your help.



Yvonne Stocker

# DELOITTE IMPACT DAY

**On 15 November, more than 2,238 Deloitte people participated in the fourth annual Deloitte Australia IMPACT Day.**

This event encourages employees to take a day out of work to volunteer their time with community organisations.

Sunshine was fortunate to be chosen by a group of approximately 30 Deloitte volunteers to spend the day with us and some of the people we support.

While we have many opportunities for support on various projects, one of the opportunities we value most is the chance for people in the community to spend some time with the people we support in an effort to offer some education, and break down barriers for people with a disability.

The day was a great success, being spent playing cricket, exploring the park and having a BBQ lunch at the picturesque Bobbin Head National Park. The team at Sunshine were amazed at how involved the volunteers from Deloitte were, offering support, understanding, respect and genuinely engaging with the people we support.

At the conclusion of the day we took some time to speak with the volunteers about what they enjoyed, valued and will take with them as a reflective experience of the day. Some of the comments we received included:

- 'It was incredible watching people, who could not use words, communicate through body language and gestures.'
- 'I have really changed my perception about people with disabilities – it was great spending some time with, and getting to know some of the people you support.'
- 'The whole stigma around people with disabilities is all wrong.'
- 'We had so much fun today and we will be coming back next year.'

This was heart-warming feedback for the team at Sunshine to hear. From the outset, our aim was to break down barriers and offer this group of volunteers a real life changing experience that we hope will stay with them for many years to come.

Thank you to the team at Deloitte for continuing to include Sunshine in your IMPACT Day program. We look forward to many years of shared experiences, and truly creating impact and change for people with disabilities in our community.



**We look forward to many years of shared experiences, and truly creating impact and change**

# HOW YOU CAN SUPPORT US

**At Sunshine, our vision is of a world where every person is welcomed, valued and able to seek their own best life.**

It's a big vision – and one that requires an abundance of energy, dedication and practical resources.

## PARTNER WITH US

**Not so visible – but just as critical to Sunshine's success – is our internal business capability.**

Areas such as IT, professional development, human resources, marketing and other business functions play a vital role in our ability to deliver high quality programs and services to the people we support. You may be surprised however, to learn that these types of services do not attract direct funding or support from the government.

It is therefore in the 'business side' of Sunshine where many individuals and businesses make a powerful difference by sharing their expertise with us, helping us to improve our operational knowledge, efficiency and capacity.

Suggestions include assisting us through:

## VOLUNTEER WITH US

**At Sunshine, we have a variety of ways you can help out as a volunteer.**

A popular volunteering role is to spend time one-on-one with the people we support. This greatly assists us in our quest to offer a truly individualised, person-centred approach. Volunteers who help out in this way find it a very rewarding experience, and many friendships are formed. You may find you share similar interests – such as eating out, shopping or seeing a movie – and you could head out and enjoy these shared interests together.

And much of what we have achieved – and continue to achieve – is made possible through wonderful the contribution of our many supporters.

But we can always use more support...

Here are just some the ways you can help us continue to bring our vision to life.

- A volunteer placement to support a particular function or project
- Taking part in a leadership mentoring program
- Including Sunshine in your workplace giving program
- Sponsoring a cost such as our website, a training program or an event (with advertising and promotional opportunities available to you)

Past experience with partners shows us that the rewards are mutually beneficial. We gain access to your business insights and skills, and you and your team will truly value the sense of purpose that comes with helping an organisation like Sunshine. In seeing work from a different perspective, we learn from you, and you learn from us.

We would be very pleased to talk over the possibilities with you. Please contact us to learn more.

Perhaps you could help out on an outing or excursion? It's always great to have more people joining us as companions.

You can also help as a volunteer via events such as team corporate days within our services. This might see you helping with painting, building projects or garden makeovers to give just a few examples.

Volunteers also assist by supporting us in areas of our business operations in which we lack resources. You may have a particular area of expertise you're willing to share with us? If so, we'd love to hear from you.

# FUNDRAISE WITH US

**There's never been a more exciting time in disability services – and we're thrilled to be part of the changes that will lead to a greater focus on person-centred approaches.**

With these changes come challenges too. We want to do more so we can assist each person we support to live, grow and develop their own best life.

But funds from the government only go so far.

We very much rely on our generous supporters who assist so significantly through fundraising.

Can you please help us? No matter how large or small, every contribution makes a difference.

Here are just a few ideas:

- Take part in a fundraising event (such as the 'City2Surf') and nominate Sunshine as the charity you are supporting
- Organise a fundraiser for Sunshine such as a party, raffle or dinner
- Ask family and friends to make a donation to Sunshine instead of exchanging gifts for birthdays, weddings or Christmas

All donations over \$2 are tax deductible, and we can give you Sunshine balloons and other materials to help promote your fundraiser.

# LEAVE A LEGACY

**At Sunshine, our purpose is to create possibilities with people to live, grow and develop their own best life.**

It's a noble and uplifting purpose – and one that resonates with our many supporters.

By remembering Sunshine in your will, you provide us with tangible support that helps us continue to bring our purpose to life. We'd be pleased to provide you with further information about how to make a bequest to Sunshine.

# DONATE

**Your donation will make a difference in the lives of the people we support.**

To donate online, visit our website  
[www.sunshinelgd.org.au](http://www.sunshinelgd.org.au)

To donate via post – Post a cheque or money order to:  
**Fundraising Department**  
**PO Box 847**  
**Pymble NSW 2073**

Cheques payable to  
"The Lorna Hodgkinson Sunshine Home"

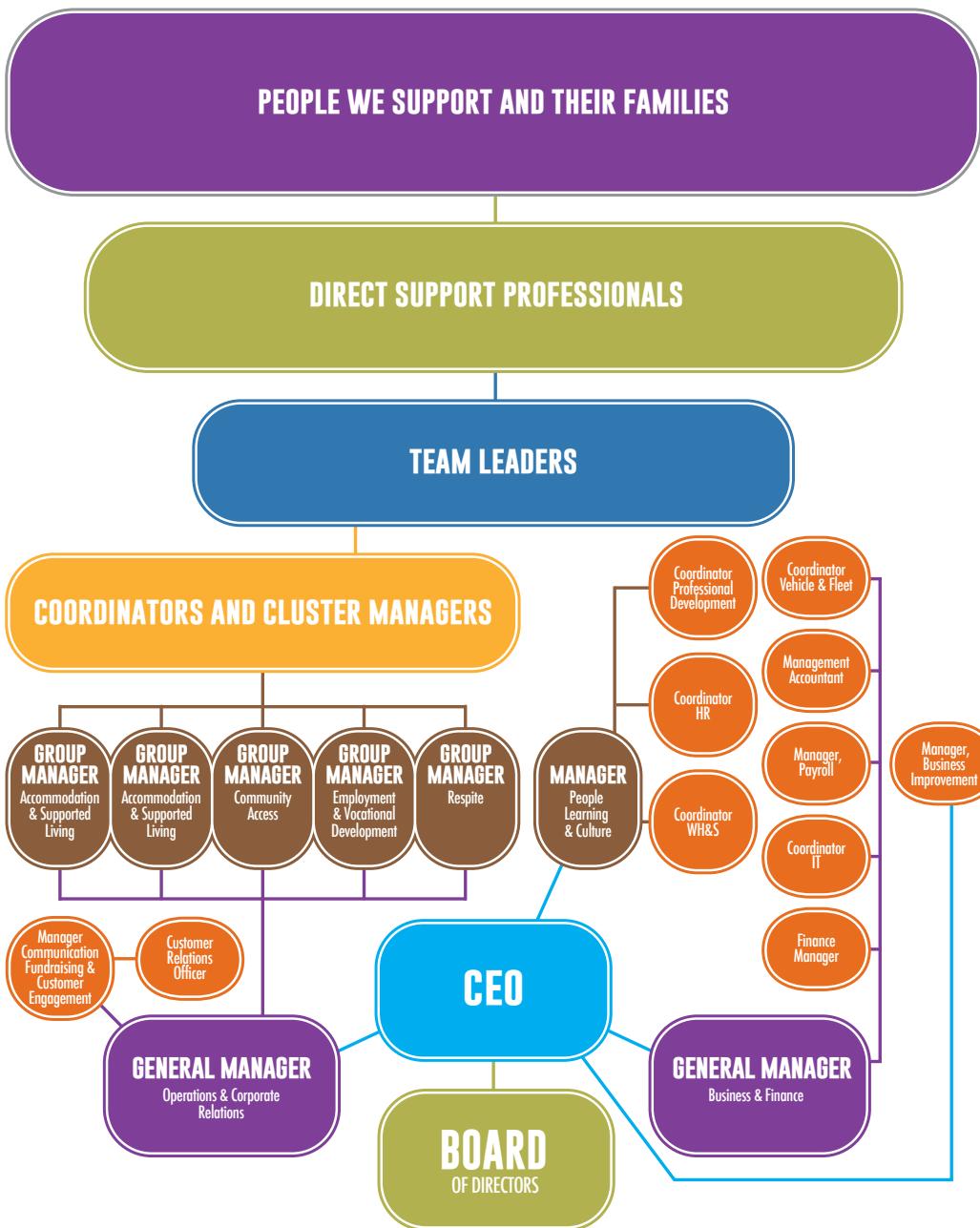
To donate by credit card, please phone our Fundraising Department on 9496 8704 or visit our website to print a form, complete your details and post to us at the above address. Alternatively you can donate via credit card by following the links on our website.

STRATEGIC PILLAR

# FOUR OUR ORGANISATION



# OUR ORGANISATION STRUCTURE



## SYSTEMS SUPPORTING EFFICIENCY

By implementing Rosterlive, we have significantly improved how we:

- process employee pays
- manage staff rosters, and
- communicate required and worked hours to staff

This has led to improved staff utilisation and better management of casuals. Line managers and staff are able to manage their time more effectively, resulting in improved services for clients.

# BOARD OF DIRECTORS

**Sunshine's Board is made up of a team of talented people who are passionate about supporting the people our work touches to live their own best life.**

Our Board members bring significant and wide-ranging skills and experience to their role, and they are committed to helping Sunshine continue to grow as a provider of high quality disability services.



## **STEVEN GREGG B COMM / CHAIRMAN**

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 Austock Group Limited and Goodman Fielder's boards as well as a non-executive Director of Tabcorp Holdings.



## **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. He has been involved with Sunshine for most of his life through his brother Richard, who has been supported by Sunshine for over 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 Sunshine has always been known for.



## **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 to now.

Peter joined the 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 GRADDIP 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 there in 1949, at the age of 3. 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.



### **DR BEE HONG LO MBBS, M.PAED., MA**

Bee Hong is a Developmental Paediatrician, currently working as Visiting Medical Officer to the Children's Hospital Westmead and Allowah Presbyterian Children's Hospital.

Her medical work involves assessing and caring for children with intellectual disability and she has 30 years experience in the field. Bee Hong was introduced to the Sunshine Board by Dr Verne Caradus as her successor, and she enjoys being able to gain an in depth insight into NGO operational issues. Bee Hong hopes to see Sunshine grow further into a leading NGO in educating health professionals in the care of people with intellectual disability, particularly as part of the planned NDIS.



### **DAVID ROSS CSSC, MBA**

David works in the medical technology sector where providing technology for better health outcomes for patients is the enduring goal. He believes that membership of the Sunshine Board and contributing to the provision of quality services for people with disabilities has offered him a very practical involvement in what he regards as an essential community activity. The opportunity arose to become involved through professional contact with long-term former Chair, Martin Laverty, whose passion for Sunshine and supporting people with disabilities is contagious.

David draws inspiration from the people Sunshine supports who respond so positively to their environment, and the Sunshine staff who give so much of themselves in their everyday work.

# BOARD OF DIRECTORS {CONTINUED}



## GEOFFREY TEBBUTT BEC, FCA

Now semi-retired, Geoff had an extensive career as a Chartered Accountant, becoming a partner at Truman & Co Chartered Accountants in 1980 and working in the areas of local government and commercial audits, and business and taxation advice to private companies. Having retired as a partner in 2000, Geoff remained a consultant to the firm for many years.

He is also the treasurer of the Primary Club, a cricket based charity supporting disabled sports people. Geoff joined the board in 1999 at the request of a former director, David Hobbs, and has seen a great change in the operation of Sunshine since the move from Gore Hill and settling into the community. Geoff finds it satisfying to use his skills to assist Sunshine with making these kinds of transitions.



## ETHEL MCALPINE DIP TEACHING, B.ED, GRD DIP EARLY CHILDHOOD ED, M ED STUDIES

Ethel McAlpine has more than 30 years' experience working in disability services. This has included working in both the non-government sectors and government in New South Wales and Victoria. During this time she has worked in service delivery as well as service 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 involved with the justice system. In 2013 Ethel received the Public Service Medal for services to people with disabilities in New South Wales.



## 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.

# EXECUTIVE AND SENIOR LEADERSHIP 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 with to live their best life.



## REBECCA FLETCHER // CEO

Rebecca Fletcher is Sunshine's energetic and talented CEO, a position she has held since 2005. As CEO, Rebecca is responsible for developing and communicating Sunshine's strategic direction, and for leading and guiding its operations. She also acts as the point of contact between the Board of Directors and the Senior Leadership Team, and is responsible for bringing to life Sunshine's vision, purpose and values. Rebecca has extensive experience across a number of industries including banking and finance, manufacturing and the disability sector. Rebecca holds formal tertiary and post graduate qualifications in Accounting, Human Resources Management, Company Director, NFP Management, 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.

**'Don't walk behind me; I may not lead. Don't walk in front of me, I may not follow. Just walk beside me and be my friend'** - ALBERT CAMUS



## GAIL JELTES GENERAL MANAGER // OPERATIONS & CORPORATE RELATIONS

Gail has formal qualifications in Psychology and Habilitation and has worked in the disability sector for nearly 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 and 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 ACE (Association of Competitive Employment Agencies) 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.

**'Follow your inner moonlight; don't hide the madness.'** - ALLEN GINSBERG

## MICHAEL FRYER GENERAL MANAGER // BUSINESS & FINANCE

Mike is a Fellow of CPA Australia as well as a qualified Company Secretary. Having first qualified as an accountant in 1981, Mike has held various senior positions in the corporate, not for profit and service sectors, working across a variety of industries including manufacturing, telecommunications, transport, banking, insurance and management consulting. Mike has worked extensively in the disability sector for a variety of organisations and joined Sunshine in 2013 following four years operating his own consulting firm specialising in financial management. As GM Business and Finance, Mike is responsible for Sunshine's administration, IT and finances.

**'Be true to yourself, then you can be true to others.'** - ANONYMOUS



# EXECUTIVE AND SENIOR LEADERSHIP TEAM {CONTINUED}



## CATHY GAUCI GROUP MANAGER // ACCOMMODATION & SUPPORTED LIVING

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 at Sunshine focuses on continuing to improve and grow our accommodation services to ensure Sunshine maintains its place within the disability sector. 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.

**'I felt sorry for myself because I had no shoes, until I met a man who had no feet'.**

– JEWISH PROVERB



## LINDA WARD GROUP MANAGER // SUPPORTED LIVING & SERVICE DEVELOPMENT

Linda has formal qualifications in Community Services, Social Policy & Administration and has worked in the disability sector for 33 years in a range of leadership roles, including an initial 4 year stint at Sunshine in the 90s after which she went onto senior management roles in other organisations. Linda re-joined Sunshine in October 2011 and since then has 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 together with people to develop new and innovative models of service delivery to support people to live a good life.

**'Until the great mass of the people shall be filled with the sense of responsibility for each other's welfare, social justice can never be attained.'** - HELEN KELLER



## JENNIE BROADLEY GROUP MANAGER // EMPLOYMENT & VOCATIONAL DEVELOPMENT

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. She has also worked in the UK, primarily in accommodation and employment services for people with disability. In the late 90s Jennie worked with Sunshine coordinating a joint Employment Skills Development project with another not for profit. She re-joined Sunshine in 2009 leading our supported and open employment programs and has recently also taken on the Transition To Work and Community Justice Programs. Jennie is inspired by the people we support as they overcome their personal challenges and community barriers to achieve wonderful things for themselves. She is excited to be working in the disability sector at this time of change and looks forward to a time when people can get the support they choose from a diverse range of flexible services.

**'Don't be in such a hurry to condemn a person because he doesn't do what you do, or think as you think. There was a time when you didn't know what you know today.'** - MALCOLM X



### JACQUELINE WILLIAMS MANAGER // PEOPLE, LEARNING & CULTURE

Jacque has formal qualifications in Communications, Law & Vocational Training and came to Sunshine as a Senior Policy Officer after a 12 year career in corporate law, having also previously worked for us briefly as a Communications Consultant. Since starting in 2009 Jacque has also assumed responsibility for Professional Development, Communications and, most recently as we transitioned to the Modern Award, Human Resources Management. Jacque has always been passionate about human rights. She sees her role as establishing the highest quality systems, processes, training, skills and programs possible to support Sunshine's client services – the direct support professionals and their leaders – so that they can enhance the quality of people's lives every day. Jacque finds Sunshine's genuine commitment to improving people's lives highly motivating and feels privileged to be part of such fulfilling work.

*'If you don't like the way the world is, you change it. You have an obligation to change it. You just do it one step at a time.'* - MARIAN WRIGHT EDELMAN



### TRACEY SHERWIN GROUP MANAGER // COMMUNITY ACCESS

Tracey began her career in the UK 18 years ago, working in an aged care facility. After 12 months she moved onto supporting people with an acquired brain injury. Tracey also worked for six years as an assistant in nursing with the National Health Service. This role was in respite care, supporting people with a dual diagnosis of a mental illness and an intellectual disability. After arriving in Australia in 2005, Tracey began her career at Sunshine as a direct support professional. She was subsequently appointed to the roles of senior support worker, then team leader, followed by an appointment as coordinator, a position she has held for almost eight years. Tracey is very committed and passionate about her career. She enjoys the variety of the role, saying 'no two days are the same' and that is what keeps her motivated.

*'If you cannot do great things, do small things in a great way.'* - NAPOLEON HILL

# 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 what 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

- Department of Social Services - Australian Disability Enterprises (Employment) funding
- Department of Health and Ageing (DOHA) - Home and Community Care program (HACC) – joint flexible Respite program initiative with ADHC

# GOVERNANCE

## 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 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 on the last Tuesday of the relevant month, 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 46-48 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 accounts, finance, law, governance, marketing 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 and other sectors.

# sunshine





**sunshine**

*live, grow & develop*

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grow  
&  
develop