



Annual Report

2016-17





Report from the Chairman

In 2016-17 much of the Board's focus has again been on setting the strategic direction for Nexus in a rapidly growing and changing disability market.

The Board continues to balance its time between monitoring the overall performance of Nexus and the need to focus on an ever changing strategic horizon. The Board met eight times over the financial year, with one meeting being a strategic planning day; as well as a number of separate sub-committee meetings for the CEO's annual review and to look at accommodation needs for Nexus; and also to be involved in training. This is a considerable work load for a voluntary Board, and I thank my colleagues for their ongoing commitment of time and ideas during this busy time in the evolution of Nexus.

Last year, in the Board's annual review, the need to ensure a common level of training and knowledge was discussed. The members identified that ongoing Board training was a useful tool to maintain a strong governance culture at Nexus. Members of the Board and senior Nexus staff attended a number of training events organized by the Australian Institute of Company Directors – including topics on risk, interpreting financial reports and the company directors course.

Our strategic thinking has been driven by the 2014 -17 Strategic Plan, which had a strong external focus with an overall aim of preparing Nexus for the NDIS. As part of the Board's review of our performance an external consultant was hired to conduct a stakeholder survey. The results of this were very positive overall, painting Nexus as a professional organization delivering a high quality, client focused service to a range of clients, including those with complex needs. The key findings indicated that Nexus was perceived as:

- open and honest in our dialogue with customers;
- demonstrating the values and beliefs required of a modern disability support service, and was working hard to ensure all of our staff mirrored these values in service delivery;
- contemporary and in line with best practice in the industry in terms of having a client centred approach; and in areas such as youth accommodation was seen as a market leader;
- willing to be innovative and work with other providers to ensure quality services;
- responsive - when mistakes happened Nexus would work to resolve them;
- not good at promoting itself and differentiating its brand or style of service;
- preparing well for the roll out of the NDIS; and
- collaborative, practical and keen to put their hands up and take a few risks to support clients and other stakeholders in the sector.

From a Board perspective these are pleasing results and give confidence that Nexus operates as a rights based support organisation that is focused on the needs of clients.

Another focus of NDIS readiness was to ensure Nexus is on a stable financial footing. Through effective cost controls and having a lean organisational structure, management has been able to build this financial security. Moving toward a new payment system where services are billed in arrears will require a much higher level of financial management and fiscal control.

Part of the transition to the NDIS has also involved looking at client finances. The Board reviewed the financial control of client funds and made a decision that this had to be external to management. Nexus embarked on a process to seek Administration Orders on all clients who were unable to control their own finances. This has been a significant project, involving over 25 Guardianship and Administration Board hearings.

We have been concerned about the overall sustainability of client funds, particularly with the impact of clients losing their mobility allowance as they transition into the NDIS. This is particularly difficult as vehicle capital costs are no longer funded directly by government and Nexus has had to make a decision that full running and capital costs must be recovered. While the Board has always accepted that clients should pay for their living costs, such as vehicle running costs, it has always felt that the capital costs of disability related equipment has been a government responsibility. Unlike services in mainland capitals, Nexus cannot just locate its houses next to 'accessible tram stops' as was suggested to us, so our clients have a much greater reliance on having their own transport. This transfers a significant cost burden from the NDIS to the individual.

Despite some ongoing teething problems with the roll out of the NDIS, Nexus strongly supports the opportunities the scheme will create for people with a disability. That NDIS future was underlying much of our decision making this year. Our new office and the ten year lease commitment is one way in which the Board has made a clear statement of our belief in the prospects of the sector, as well as the Board's ongoing investment in IT systems and developing new services within the organisation.

In working on the Strategic Plan for 2017-2020 the Board has also been aware of the need to build systems around the growing organisation. Nexus has always run lean, but moving from 80 to 180 staff, a turnover of under \$5m to approaching \$10m and from supporting a stable group of 36 clients to a more fluid cohort of over 100 means that new systems must be adopted. This coming year will focus on further integration of our IT systems, refining financial controls, building a human resources team and investigating external quality assurance.

Finally I would like to thank my Board colleagues, our staff and management and our clients and their families for their ongoing support of Nexus in these truly exciting times in the disability sector. While it might seem that sometimes we are hanging on in a very hair rising carnival ride we do believe that the outcome will ultimately be worth the excitement, with all Australians benefiting from a world leading disability system.

Kerry Burns, Chairman

2014-2017 Strategic Plan in Review

The 2014-2017 Strategic Plan has focused on our preparation for the full roll out of the NDIS. Nexus completed many of the goals that we set while others progressed to the extent that they could. The highlights from the three-year plan were:

Excellence in person centred disability services

The Active Support (AS) model is embedded across our Supported Living services – involving restructuring team meetings, adding AS progress to staff supervision discussions and activity monitoring and reporting the level of participation in their lives, communities and decision making.

Our stakeholders reported that Nexus understood the balance of 'duty of care' and 'dignity of risk' and was driving this understanding throughout the organisation. We were seen as going out of our way to find effective and client centred solutions for varied and complex clients.

With an ageing cohort of clients, many of whom came to Nexus from Willow Court and are now in their late 60's and older, we have worked with Community Access providers to develop supportive ways to let people retire but still have a level of structured activity in their week.

Having competent staff is critical for the future of Nexus. Over 80% of our permanent part time staff have a Certificate 4 and we continued to run on-the-job training including IT, autism, Active Support, mental health first aid, and core skills (manual handling, medications, first aid and fire safety). A group of staff have now also been trained for complex health care (such as Percutaneous endoscopic gastrostomy - P.E.G. - feeding) as we have attracted a number of clients with significant health care support needs. Nexus Community Services has continued to grow, offering a fresh approach to working with clients to develop clear aims and objectives to help them achieve their goals.

NDIS readiness

In 2015-16 the NDIS was just 8.5% of Nexus revenue. In the year just gone this increased to 15.4%, but by the end of the 2017-18 year the NDIS will make up over 90% of revenue.

Nexus has worked hard to develop the staff skills and systems to respond to the new demands of the NDIS. Nexus is in a much stronger position to be able to operate in the changed business environment under the NDIS.

A known and understood brand

Nexus still does not have a large 'presence' in the market place and our stakeholders tell us we should not hide our "light under a bushel".

During this period Nexus has developed a web site and updated our corporate look, but chose not to "re-brand" as we are proud of our history and past achievements.

Nexus management has become more visible in the sector with greater engagement in industry activities.

Expanded capacity and range of quality services

At the beginning of 2014 Nexus was largely a provider of group home services – with 36 clients supported by about 80 staff. By mid 2017 Nexus had over 130 clients supported by over 180 staff.

Nexus has added a strong community access team who run retirement programs, in home daily living support, independent living programs and provide capacity building services.

Nexus now supports a much wider range of clients and staff have developed new skills to support people with acquired disabilities (e.g. ABI), neurological illness and clients with mixed cognitive and mental health challenges.

Nexus established a boutique day centre on a site in Granton to provide a community access base for ten high support needs clients.

The Nexus Independent Living Program (NILP) was established and had its first graduates move into their own homes.

Sustainable business systems

Nexus has focused on establishing a more secure financial future, with all critical financial ratios improving.

The roll out of CIMSAbility and NAV continues to be a major activity. The advantage of this system is that it is a complete enterprise system and allows us to improve work flows and practices. In the past 12 months payroll and billing has been uploaded and tested. Transition of case noting and client data is underway.

As part of our growth Nexus has also had to look for new premises, with a new 10 year tenancy being secured late last financial year. This process also drove a number of systems reviews related to archiving, IT and communications which has resulted in a more lean and focused digital platform for Nexus operations.

Partnerships that produce great outcomes

Over the period Nexus has moved to formalise a number of new agreements with housing providers and is continuing to work closely with Housing Choices Australia, Catholic Care and Hobart City Mission.

Nexus is also open to work with a range of providers in “shared” client service arrangements – strong commitments to communication and client focused decision making ensures quality client outcomes.

We also work with a wide range of allied health professionals and NDIS service coordinators to create many informal partnerships that support our shared clients.



Report from the CEO

There are few opportunities for CEOs to manage during times of year-on-year double digit growth, with Nexus achieving growth of near 20% again this year this was the third consecutive year of above average growth. Most management texts would say that this is only sustainable for 2 to 3 years but the disability sector in Tasmania is on a six year growth cycle as we roll out the NDIS. So as you can imagine my task, along with the Board, has been to help Nexus respond to the challenges and opportunities of growth.

Again it has been a pleasure to work with the Nexus Board. As a management team the executive staff at Nexus do have a clear understanding of the strategic direction set by the Board and feel able to work toward it. Our question must always be "is this direction filtering down through the whole organisation?" and, is it reflected in how we support our clients? This is a much harder question to answer now – having grown in recent years from 80 to 180 staff, and from 36 to over 100 clients. To help us understand the "Nexus experience" we are planning to commence a survey of both staff and clients in the coming financial year.

We worked on a practice governance model this year and have begun to use this in staff inductions. When you start to look at the complexity of disability services in this new NDIS era it becomes apparent that we now offer more complex services to many more clients with a much wider range of abilities and disabilities. For Nexus, the heart of our service to all clients must, however, be achieving an outcome that meets the client's right to independence, respect and dignity. Our model looks at the 7 elements that must be Right for this to happen.

Without a doubt, both the management team and our front line staff have been doing amazing things over the past year. Nexus has had a strong learning culture



with heavy commitment to certificate level training for all staff – this continues. Our staff are now being trained in increasingly diverse areas, which are much more likely to include a client specific component. This year we trained a group of staff in complex health care, ran two seven session programs of autism training, and had a number of staff teams trained in behaviour support plans for complex clients. Our new induction program was trialed successfully, and has now been implemented. New staff now have a work book that they need to complete over a 6 months period that involves specific house “buddy shifts” as well as online learning and supervision.

Gaining greater flexibility for staff will be an important sustainability issue under the NDIS. Nexus maintains its commitment to a high levels of permanent employment, as opposed to “zero hour” contracts or largely casualised employees, but also acknowledges that increased client choice and control will make some staffing decisions more difficult. We have looked at structural issues that limit flexibility and are working through these. For instance, moving our supported living rosters to a fixed line model has allowed some residential workers to pick up shifts in the community part of the Nexus workforce. Also, ensuring staff can access timely training allows them to work across multiple sites.

Our year has continued to be dominated by the roll out of the NDIS and the scheme's move from “trial” to “transition” under the full scheme. While there have been extensively reported challenges with the roll out of the new NDIS portal, most of these issues are now largely resolved. Nexus made a conscious decision to hold off claiming until the portal was working, but this meant that we made no NDIS claims for about 8 weeks at the beginning of the financial year. Thankfully Nexus was still largely funded by State block grants; had this not been the case, the financial viability of Nexus would have been severely compromised.

More concerning, are ongoing issues around the planning process, particularly for more complex clients. Nexus believes that all people with a disability have a right to access appropriate services. When the planning process disadvantages these clients by not understanding their needs, or simply being unable to approve a provider quote, it is very difficult for organisations to provide a service. It is particularly challenging when providers feel obliged to continue a service, and are given the promise there will be some funding but are told it is a commercial decision if we choose to provide the service or not while funding issues are being resolved. An unacceptable situation all round.

On a positive note however, the NDIA is clearly working hard to resolve many issues and both the State and Agency have been open to recognising issues and receiving suggestions for their resolution. Nexus certainly saw improvement in the latter half of the year but feels there are still major systemic issues that need to be resolved. We continue to work with families, service coordinators and clients to advocate for their

right to reasonable and necessary supports under the NDIS.

A major activity has been preparing to leave our home of some 20 years, in fact Gormanston Road was the home to our predecessor organisation. I would like to acknowledge, and say thanks to our landlord there for many years – David Williams – who has been very supportive and cooperative; renovating, and adding to the house many times over the years. We have used the move as an opportunity to begin digitising many records which resulted in over 10 shredding bins being filled. The search for a new premises took some time as we needed a large amount of space that was accessible to clients and staff – which ruled out most CBD locations. We finally came across a site at Technopark. Alona Hunter has done a great job project managing the build and we moved into a new office in August 2017. It was great to be able to work with the Department of State Growth to complete the refit using existing material and having their support for some of the redesign work – all up it meant we achieved a refit worth close to \$300,000 for a fraction of that cost.

Our Community Services group continues to grow and strengthen both support and capacity building services to clients who come from increasingly diverse backgrounds and life experiences. Our Supported Living service (previously just called Accommodation) has continued to add new accommodation models and has grown beyond the capacity of one manager. Work has begun on developing a new division focused on Complex and Individualised Support (CIS) in accommodation – such as 1:1 support models. This added capacity will help support the staff in this area, who are often working in complex and demanding client situations that require additional ongoing support. Our traditional “group homes” will all transition into the NDIS in 2017-18 so there is a lot of work to prepare staff, clients and families for this move. We continue also to see steady growth in Coordination of Support but again this is an area where changing policy from the NDIA makes it hard to plan for the development of this service.

Much of 2016-17 focused on building financial and administrative systems. The move of residential clients to Administration Orders was significant, and took up a lot of Alison's time - preparing documentation and attending hearings. Work has progressed on rolling out a debit card style system for houses so there is less reliance on petty cash and more flexibility for clients to access their funds. The office now also manages more payment of accounts for houses, which along with the new cards will hopefully free up House Managers to work more closely with clients. Finally, a major achievement was the integration of rosters and payroll. Our rosters now directly creates our payroll and will shortly be used to create NDIS billing records.

Mark Jessop, CEO

Nexus Supported Living

Over the last few years we have been developing and implementing many new systems that help us plan and monitor the support we provide to clients in our accommodation services. This year we've really started to see the results of all that hard work.

Clients are now participating in more activities at home and in the community than ever before, largely thanks to goals that were achieved through their Person Centred Plans. Many clients whose opportunities were limited in the past are now out and about paying their bills, doing their banking and going on fantastic holidays.

In February 2017 our first house "transitioned" into the NDIS and, while we were not new to working with the NDIS, this was our first time participating in the development of NDIS plans and Service Agreements for existing clients. This has been an important learning opportunity because all of our remaining group homes will move to NDIS funding by the middle of 2018.

The range of things we do under the banner of accommodation continues to grow. We have a strong track record offering best practice support programs in our group homes and we are now also offering a range of tailored options for people looking to transition out of home (or care), so that they have the right amount of support to live as independently as possible. For some people this means drop in support to help manage their daily affairs, but for those who need it we have a team of staff that have specialised training to provide a range of complex health care, manual handling and behavioural supports in their own homes.



Nexus continues to support staff to support our clients by funding necessary training programs—here we have our second group attending Autism training in January this year

It's an exciting time to work in the disability sector and we're looking forward to working with clients, their families and the NDIS to find the best way to support people to live the lives they want to live into the future.

Adrian Scott - Manager –
Supported Living

Client Support

In March of this year, I had been working to support the clients of Nexus for 19 years. During this time, my role has continued to evolve and grow, none so more as in this past year with the role in of the NDIS; however, what has not changed is the manner in which Nexus develops goals with meaningful outcomes for all clients.

Over the last 12 months, we have ensured that all clients that require financial administration have Administration Orders in place. I have also started working toward ensuring that all clients that require general anaesthetic consent for medical and dental procedures have Guardianship Orders. In the past, Medical and Dental Consent Orders had not been required for these types of dental procedures; however, anaesthetists have changed their interpretation of the Summary Guide to Medical and Dental Services so a Guardian's consent is now required.

Along with the issue of consent for dental procedures, the greatest concern is ensuring that annual dental examinations and treatments are actually done. These procedures are considered non-urgent and therefore end up on long waiting lists. House managers, key workers and I will continue to monitor and prompt the Royal Hobart Hospital Day Surgery on behalf of the clients. Annual dental examinations, while not high on everyone's to do list, are a medical recommendation for all Australians - including people with a disability.

Coordination of Supports

Nexus commenced providing Coordination of Supports under the NDIS in 2016. As a rights based service we believe in the need for people with a disability to be supported to have effective access to quality services - something which we believe NDIS coordination of supports can facilitate.

In March, 2017, Lena Mitchell joined the Nexus Support Coordination team, which now has a total of 23 NDIS participants. The team has managed potential conflict of interest with our existing Nexus clients in a professional and transparent manner, particularly as several of Nexus clients have chosen Nexus Support Coordination to implement their plans.

Our team has been endeavouring to keep up with the new information that is flowing through from NDIS by attending the Support Co-ordinator Network Meetings and Induction/Refresher Sessions on a regular basis. These meetings also provide opportunities for networking with other Support Co-ordinators.



Alison Hodges - Manager Client Support

Yvette realises her goal

Hi there, my name is Yvette and I'd like to share a story about being independent again.

In the past before moving to Nexus I had owned an electric scooter which I was just starting to use. Unfortunately, I had a pretty scary fall trying to negotiate a driveway/gutter whilst driving to visit my sister who lived up the road, after which I didn't feel comfortable to try using my scooter again.

When I first moved into Winifred house at Austins Ferry in 2014, I spoke with staff regarding what is important to me, and set some goals to achieve what I desired. The two main goals other than managing my diabetes were to be as independent as possible, and to be able to access my community and surrounds.

So I set out to achieve these goals! Over the next 2 years and with support from staff I have slowly regained the confidence to use an electric wheelchair - I feel much safer in this than I did in my old scooter, by the way.

The first time I headed out, I approached a gutter and without hesitating I navigated that hurdle with ease! The chair feels way more stable than the scooter, and ever since staff have had a hard time keeping up with me when I'm in my chair and out in the community! I now feel confident to catch taxis here and there on my own and am thrilled to be out and about doing my own thing. I can now independently do tasks such as banking, helping with the grocery shopping, eating out, and just being able to go this way or that when I choose.

I hope you enjoyed my story, thanks for reading.



Yvette Nute, resident at Winifred House.

Nexus Community Services

2016/17 has again been a steady year of increase for Nexus Community Services. It has seen the need for the introduction of two 'streams' within our team to ensure high quality service is delivered at all times. This encompasses staff training and supervision, and a team leader role was created in each stream to support this. The streams are loosely divided into the headings of Capacity Building & Community Access.



Capacity Building has worked with a total of 45 clients throughout this financial year. These range from people with smaller, time-limited supports such as individual transport training, through to more intensive, longer term one-on-one capacity building supports within their home or community. This team has supported young people to gain employment and/or work experience opportunities through the School Leavers Employment Scheme and also enabled others to maintain their accommodation and social connections.

Community Access had a total of 27 clients throughout this financial year. This includes some retired clients who are supported within their own homes to have choice and control over their days activities whilst still maintaining a suitable higher level of supports. We have also offered supports to people with acquired injury or illness to remain within their own homes and families, stay connected to their communities and social connections made prior to injury or illness. This stream also includes our 'mini' day service program running at Rowbottoms Rd. This program offers clients the opportunity to access a small group environment for their day activities rather than larger, centre-based supports that may not have worked as successfully for them in the past. This continues to grow in its support options with the recent addition of another space on the property to be used for craft, group or individual use. Together with the sensory garden, veggie patch, shed activities including mosaics and the opportunity for walks in nearby areas, it provides the clients with enough activity to be engaged as often as they like whilst also affording them space and alone time if required.

Along with the expansion of supports to clients our staffing levels have expanded accordingly. Recruiting of highly skilled staff, along with continued training opportunities for current staff, has seen NCS crack the ½ century with many increasingly moving into



permanent roles. This not only offers benefits to staff and our service but more importantly guarantees a quality of service provision to clients and a flexibility to support them in a way that best suits their needs.

As we move forward into 2017/18, NCS continues to grow and change as the market and its consumers demand. We love what we do and will continue to grow as the NDIS continues to roll out.

Jackie Gregory, Manager Nexus Community Services.

Nexus has moved

Nexus has been doing its bit to keep the economy afloat this year by moving offices and undertaking an internal refit of office space at Technopark in Dowsing Point. After an exhaustive search for new offices, we finally found a space that was big enough to meet our increasing administrative and operational needs, while affording room for further growth as needed. Although the space was big enough, it consisted of two large open plan office spaces, with lots of cubicles, a couple of offices and a large training room. There was not a lot of atmosphere or ambiance so along with Phillip Stary architects, we designed a more friendly, and warm space that reflects who we are, and what we do.

Thanks to the support of the people at the Department of State Growth (owners of the building) we were able to employ a building



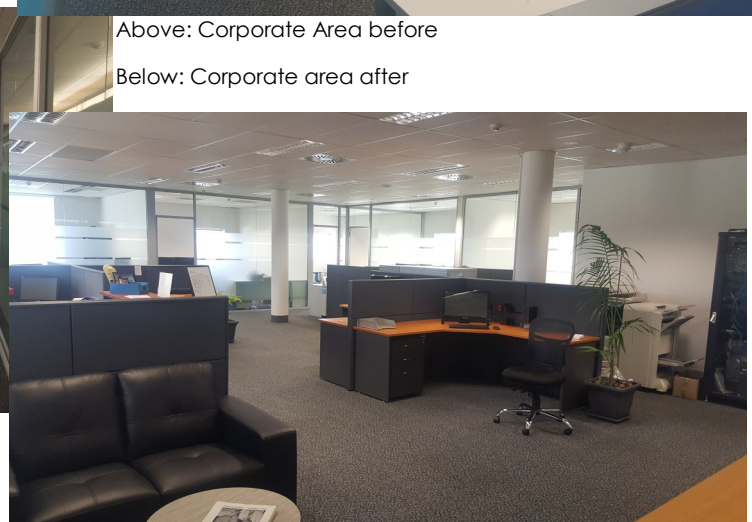
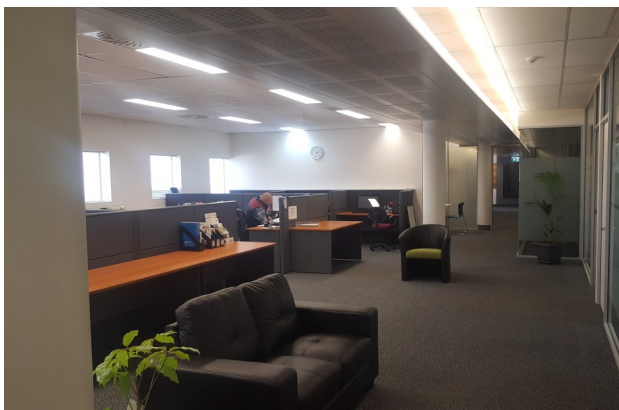
Above: Operations Area before

Below Operations Area after



Above: Corporate Area before

Below: Corporate area after



company to refit the offices and repurpose a large amount of top range furniture that belonged to State Growth.

The before and after shots show how we have shaped the space to make it a much nicer area now for our use.

The internal renovation was undertaken by CDC builders - overseen by Luke, with Daniel running the hands-on build on site of the project. Everything went to plan - on budget and on time! Thanks also to our other contractors for external signage by Saunders Signs, Window frosting by Master Tint; additional joinery by Brendan Nichols, data cabling by Andrew's Data, and IT services by Dean Knowles at Jim's Computers

Other Nexus Projects for 2016-17

Rowbottom Day Service has welcomed the addition of a demountable building that they can use as an additional space for their activities. This has meant that small group projects can happen, with clients working in separate areas depending on their interests for the day. The new building is next to the vegetable garden and boasts a rainwater tank which will provide water for the vegies, as well as the surrounding beautiful garden the Granton house has.



Kingston Picture Window The new window at Kingston opens the kitchen up to the garden and outside entertainment area, and adds much needed light into the area.



The Berriedale Office was extended into the storage area in the carport which has made all the difference for workers at the house - if they had a cat, you could swing it in there now (metaphorically speaking, of course). They now have a safe and easy space in which to do their work.



Alan is Brewing up a Future

Alan has been thinking about what the future holds now he is in Year 12; armed with plenty of support from his family he came to see Jackie and Catherine looking to see if we could provide support through School Leaver Employment Supports (SLES). Nexus has been providing support to Alan for the last two years and we were pleased to see what we could do to assist him to find meaningful employment once he finishes school.

Assisting school leavers with a disability to find work is classified as “reasonable and necessary support” and is therefore funded through the NDIS.

Alan is utilising this service to explore possible jobs for the future; work out what he likes to do; what he doesn't want to do; and what he's good at. Then he can make some informed choices about which line of work he wants to pursue.

Alan and Shirley (Nexus support worker) firstly did research to find options in the local community. Alan was very interested to discover for himself what it would be like to work in a café. Alan approached a popular local café and the owners Steve and Dave offered him some work experience. Alan's determined, sincere, and hard-working approach, along with his cheeky sense of humour meant that the initial interview with the owners was a success, Alan was stoked to be going to work in a café environment, and not just because he loves a good Chai latte or two!

Dave and Steve set Alan up with some tasks which he has diligently worked to learn. Alan has become a very valued member of the team and Steve said recently, “he's come a long way and learnt a lot, and we love having him here. He is welcome to stay as long as he needs to keep learning the skills needed for working in a cafe”. They have been instrumental imparting experience, knowledge and confidence which Alan can take with him to his next work placement. Alan is hoping to gain experience in hotel or bed and breakfast accommodation housekeeping as he has a knack for a well-made bed among his other talents.

Alan has now secured some new work experience in house-keeping, but will stay on at the café one day a week while he does that.

But it's not all work for Alan; after all his hospitality training at the café Alan loves to unwind and keep fit by doing a weekly workout at the local Zap fitness centre.



Catherine McNiese, Team Leader Capacity Building

Nexus Out and About

Day Trips and Holidays

Fred (right) enjoying his holiday in Dover, has a ride on the Ida Bay Railway



Simon takes a break from the excitement of bowling. Something he has re-kindled his love for during the year (left)

Kelly (right) continues to star at her Riding for the Disabled lessons, and is heading for National Championships in Victoria in October thanks to the generous support of various donors.



Below: Corey enjoys a day at the cricket



Nexus always put in a good showing at the annual Speak-out Conference which they did again this year.



Callum, (above) our in-house rock star did a gig at the Waratah Hotel to great applause



Ross enjoyed fishing and other sight-seeing during a holiday to the east coast of Tasmania

Corporate Information, Acknowledgements and Thanks

Nexus Inc. is a not-for-profit community based organisation – funded largely by the Tasmanian State Government Department of Health and Human Services, and the NDIS. Nexus Inc. is an incorporated body in the State of Tasmania and has Public Benevolent Institution status under Australian taxation law and has deductible gift status for donations. Our ABN is 71 925 635 744.

We specialise in the provision of community based accommodation options for people with a disability and provide support from assisting people in their own homes with daily living tasks through to providing 24 hour high care support. Nexus Inc. is a registered provider under the National Disability Insurance Scheme (NDIS) – provider number 59197988. Nexus has the skills and capacity to provide the following services:

- Assistance with daily personal activities
- Capacity building and the development of daily living and life skills
- Service Coordination and connection, managing life stages, transitions and supports and Accommodation/Tenancy assistance
- Participation in community, social and civic activities (Community Access)
- Assistance to integrate into school/educational program and access / maintain employment / SLES
- Household tasks
- Daily life tasks in a shared living arrangement
- Specialised assessment of skills, abilities, needs
- Assistance with travel/transport arrangements
- Therapeutic supports and support with complex behaviours
- Training for independence in travel / transport
- Other innovative supports



We acknowledge and thank our clients who allow us to share their lives with them and who work together to make each other's lives enjoyable and meaningful. We recognise the trust placed in us by families and appreciate the support families give Nexus and their family members who live with us.

Supporting people to live the fullest life requires a community effort and we thank the Department of Health and Human Services and the people of Tasmania for their financial support. We also thank the many services, providers and individuals who work with us, including:

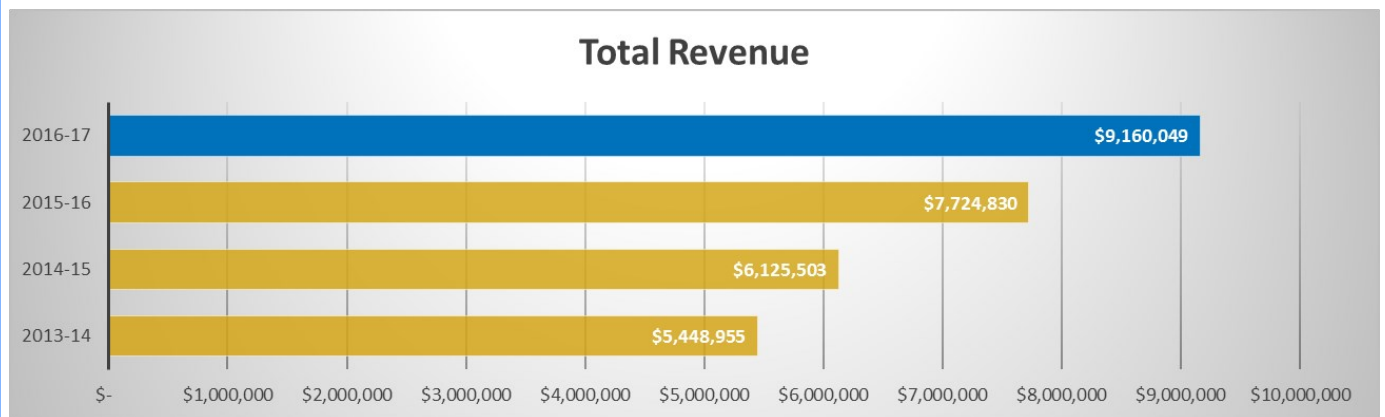
Access Pay	Epic (Ability Tasmania)	Medecs Australia	Rick Baxter & Associates
Accidental Health & Safety	Epilepsy Tasmania	Migrant Resource Centre	Royal Hobart Hospital
Advanced Lifecare	Frameworks for change	Mission Australia	Southern Community Equipment Scheme
Advocacy Tas	General Practice providers	Mosaic	SpeakOut
Aidacare	HACSU	My State Financial	St John Ambulance
Allianz	Hertz	National Disability Service	State Enterprise Training
Association for Children with a Disability (ACD)	Hobart City Mission	National Disability Insurance Agency - Hobart Office	Steadfast Insurance
Aurora Disability Services	Housing Choices		TASCOSS
Autism Tasmania	Housing Tasmania	MAS National	Tasmanian Community Fund
Baptcare	Hunters	Oak - Possability	Tas Fire Training
Care Careers	In 2 Change	Office National	TasTAFE
Catholicare	IPM Injury Management	Orthotics and Prosthetics Services	Therapists Tasmania
Claremont RSL	Jackman & McRoss Bakery	Parkside Foundation	Vinaka Pty Ltd (Fiat)
Commonwealth Bank	Jim's Computer Service	PQ Tasmania	Walk on Wheels
DHHS, DAAT & DHHS Senior Practitioner	Langford Support Services	Public Trustee	Dr Robyn Wallace (SHAID Clinic)
David Williams Builder	Life Without Barriers	Quartz Consulting	Work Skills
Department of State Growth	Lifestyle Solutions	Quick Super	Dr Peter Wurth
Diabetes Tasmania	Li-Ve	Richea Landscapes	
	Liveware (CIMS Ability)		

Nexus Financials

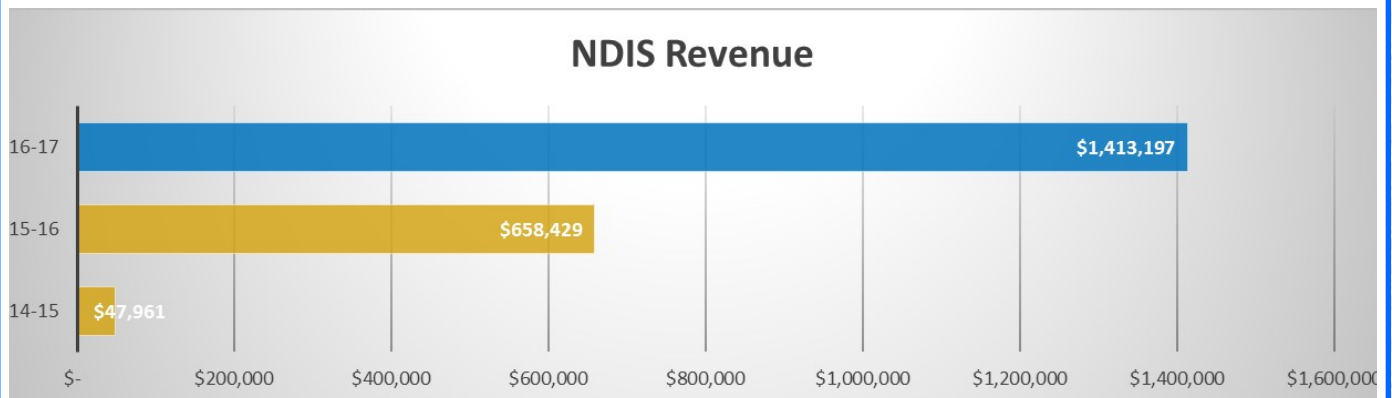
The full audited financial statements of Nexus are loaded onto the NCSC site and are there for public viewing (www.ncsc.gov.au).

Revenue

Fuelled largely by more NDIS clients Nexus had another year of growth, increasing revenue by 18%. Cumulatively this is a 68% increase over 2013-14 when the NDIS commenced - approximately half (57%) of this growth has come from NDIS revenue.

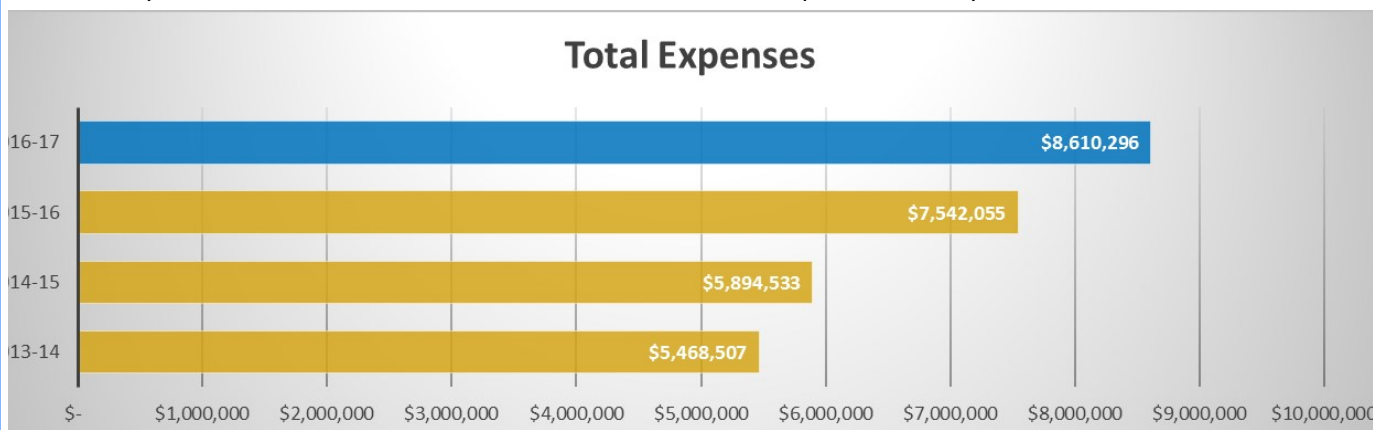


Last year NDIS revenue increased by 215%, with this being heavily influenced by the transition of a DHHS funded house from February 2017 and new supported living clients.

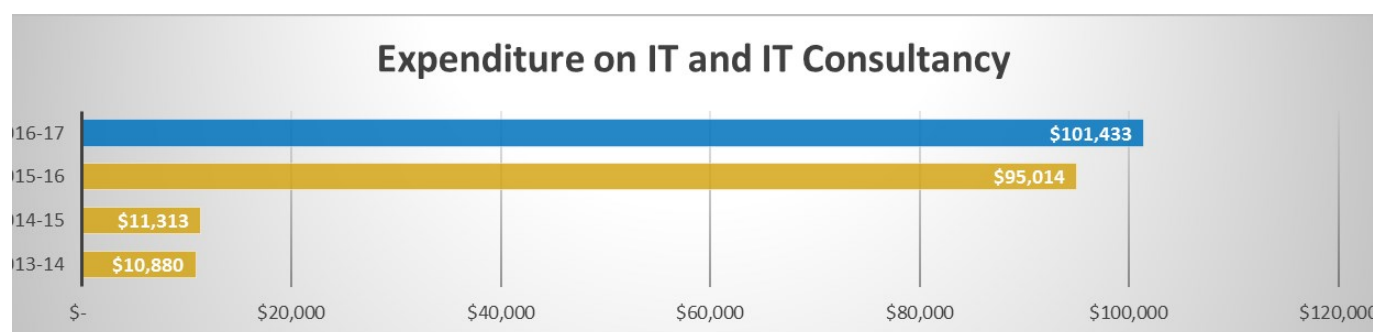
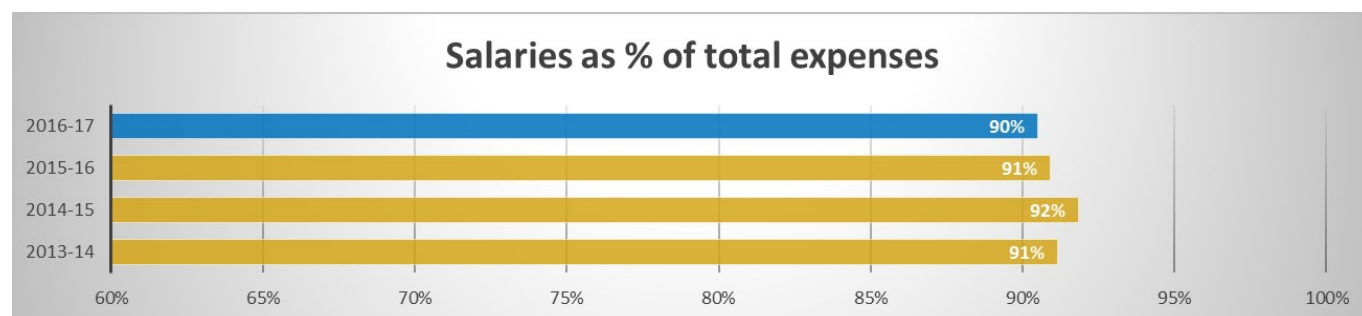


Expenses

Over this same period expenses have grown in line with the revenue growth, however overall expenses have grown at a slower rate (57% vs 68%) which reflects the improved efficiency that Nexus staff have achieved over the past three years.

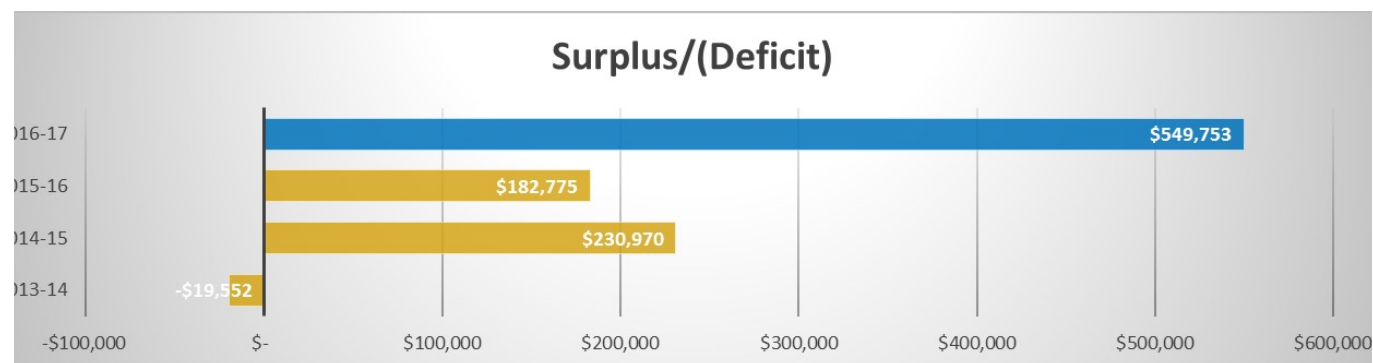


Wages and salaries still make up the bulk of expenses (90%) but there has been rapid growth in some expenses as we prepare of the NDIS - most notable is our increased investment in IT.



Overall Result

The surplus for 2016-17 was higher than budget expectations but within the general objective of the Board. This result means that Nexus now holds \$1,028,710 in equity, which in our case is largely cash holdings.



As was intended by the Board, management has overseen the improvement in key financial ratios over the last financial year, including:

- Months of spending in reserve (target 3.0) - from 0.97 to 1.63
- Current ratio (target 2.0) - from 1.74 to 2.24
- Surplus (target 5.0%) - from 2.4% to 6.0%

These improved ratios means that the Nexus organisation is in a more stable financial footing and is able to face the uncertainty of NDIS transition with greater confidence.