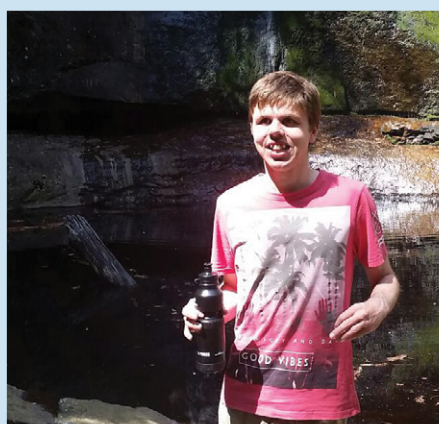




## Annual Report 2019/20







## About Nexus

We are an independent, not for profit organisation, supporting people living with disabilities to live the life they choose.

## Connect with us

We are always happy to hear from potential clients, future employees, Support Coordinators, Local Area Coordinators, and members of the community.

**You can connect with us on the details below:**

6240 5000 | 40-44 Innovation Drive, Dowsing Point, 7010  
[nexusinc@nexusinc.org.au](mailto:nexusinc@nexusinc.org.au) | [www.nexusinc.org.au](http://www.nexusinc.org.au)  
[www.linkedin.com/company/nexus-inc-tas](http://www.linkedin.com/company/nexus-inc-tas)

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# Chair's Report

The past financial year has been one of two halves – pre and post COVID.

In the latter part of 2019, the Board was focused on a number of strategic issues, particularly around managing the significant growth that Nexus had experienced. The 2018-19 issues relating to NDIS payments had largely been resolved and the management systems put in place to keep track of the claiming process were working well. To their credit, the NDIS had also made significant changes to minimise major issues such as plans running out of funding or clients having plan gaps.

The Board also invested time in looking at our function, asking Ross Byrne to undertake a Board review. The review highlighted the rapid growth of Nexus and the amount of time that the Board had committed to adapting Nexus for the constant changes and challenges presented by the NDIS. The key issue for the Board was how we could provide strategic input by setting key priorities, while also ensuring that we maintained sufficient oversight of risk in this new environment. This was a timely discussion to have as the 2017-2020 Strategic Plan ended.

It is worth reflecting on the dynamic nature of our Board and note that its composition has changed during the three years of this Strategic Plan. Only half of the current members were involved in developing it in 2017. This plan has been about moving from the State system, becoming an NDIS provider, and ensuring the safe passage of our clients into the NDIS. There were many unknowns at the time – many NDIS processes were still 'under construction' and the conversion process from block funding to individualised funding was undefined. Nexus had to grasp new opportunities and grow wherever possible.

Reflecting on the last three years, it is clear that we achieved many of our objectives. Key highlights for the Board included:

- Substantial growth in our residential service from 11 sites to over 25, increasing our support from 38 to 80 supported living clients.
- Growth in our total client numbers to now support over 250 clients.
- Consolidation of our community based services, confirming our strong commitment to capacity building for our clients
- Growth in our ability to support people with complex trauma and mental health issues moving from hospital and institutionalised care to living in the community.
- Development of our Client Support Division which is now recognised for high quality and client focused Support Coordination
- Creation of new teams and expansion of existing operational management teams.
- Uptake of new technologies to improve efficiency and increase accessibility for our staff.
- Ongoing focus on staff. We continue to offer formal Certificate and Diploma training as well as bringing on unqualified staff through administrative traineeships and our new Level 1 support worker trainee pathway.



The end of 2019 saw the Board begin working on a new strategic plan for 2020-2023. Recognising the increased size and complexity of the business and sector, the Board chose to approach this as a clean slate and bring in several consultants to support the process. This included an externally administered SWOT analysis and staff survey across all levels of Nexus. We were also presented with briefings from external experts on the future direction of the NDIS, the Tasmanian community sector, and current issues for disability consumers. The new strategy will focus on setting the strategic direction of Nexus as it continues to operate in a maturing NDIS marketplace. Unfortunately, due to COVID-19, some of this work has been delayed until late 2020.

The defining issue for 2020 has been the COVID-19 pandemic. The Board acted with an abundance of caution, working with management to ensure the safety of clients and staff. During the initial phase, when the virus was active in the Tasmanian community, the Board supported strategies to reduce the risk of transmission. This included working from home strategies, the implementation of new IT platforms, and a lot of support and education for staff. The greatest risk at that time was staff introducing the virus into a supported living site.

During the pandemic a key objective for the Board and management team has been to continue providing a high level of service to clients that is safe and respects their rights as individuals in the community. Management were supported to work through risk assessments for every house and every client to determine the best means of support. This is an exhausting process for all involved but has worked well.

It is pleasing to see that, so far, our processes have worked and the lives of our clients have continued with minimal disruption. Unfortunately, many day options are currently not operating and clients are spending more time at home. Where possible we have encouraged clients to stay in contact with these other services. From a governance point of view, COVID-19 has had no material impact on Nexus financially but has consumed significant human resources from our senior management team.

Nexus saw another strong financial outcome this year with a 71% increase in revenue and only a 59% increase in expenses thanks to good cost controls. Prudent financial management has enabled the board to grow a stronger asset position so that we can look toward the future with certainty.

I would like to thank my fellow Board members who have committed their time despite also managing the impact of COVID-19 on their own lives and businesses. With the adoption of new technologies, we have been able to stay involved and remain an effective Board while operating within COVID safe guidelines.

Marcus Pringle-Jones  
Chair, Nexus Board

## CEO's Report

The key phrases for the past year have been “Building Resilience” and “Growing Capacity”. As 2019/20 comes to an end we look toward an uncertain future with the global impact of the COVID-19 pandemic - but we are in an industry not inexperienced at dealing with change.

It has been some years since I felt there has been any level of stability in the disability sector for providers or clients and their families, but at the beginning of the 2019/20 Financial Year I felt that we had begun to turn a corner. The NDIS is more stable compared to the past couple of years with a more reliable claiming process and with most NDIS planners seeming to be on the same page. It was great to see that everyone was starting to focus on providing quality services to clients.

In terms of revenue, Nexus had an exceptional year of growth. However, like most exceptional years, this was built on hard work. Over the past two years we have created new services, expanded staffing and developed expertise in new areas. This year we saw the full impact of this new range of support options that we have developed. We expect a steadier growth over the next three years as the NDIS reaches full roll out in Tasmania.

*“...we are in an industry not inexperienced at dealing with change”*

The NDIS recognised the challenges many providers were facing and we have appreciated the introduction of the “temporary transition allowance” of +7.5% of fees for some service types, which has helped us develop more sustainable systems. This, along with improved efficiency, government COVID assistance, and increased economies of scale due to growth, meant that we were able to post a healthy surplus this year. While higher than expected for the 2019/2020 year, when averaged over the past three years our surplus is around 6% - close to the NDIS benchmark of 5%.

COVID-19 presented many challenges for the sector, but Nexus has always had a good reputation for managing health issues which put us in good stead for the pandemic. The greatest risk to our clients is transmission from staff moving between sites – as we saw in the outbreak in the North West of Tasmania. We have put in place a range of monitoring systems and I thank staff and managers who have taken these actions very seriously and supported our efforts. Initially the Executive team would meet daily to monitor the situation, but we were able to introduce a range of new technologies that helped us communicate and work together in a COVID-safe way.

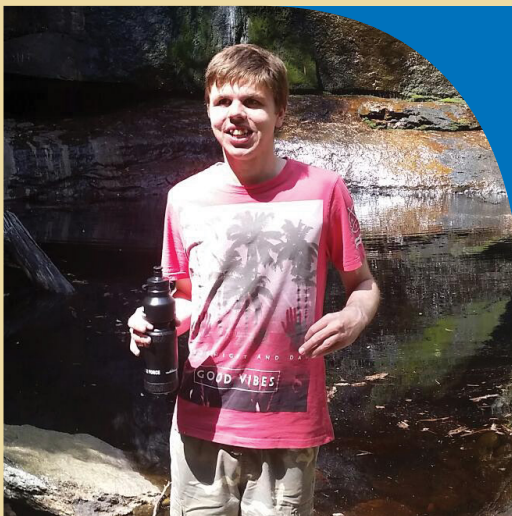
Nexus has deliberately taken a risk management approach, as we felt it was not possible to avoid risk. There is also a trade-off between risk aversion and client rights. As some clients chose to stay home, we were often able to help them stay connected to other services in a safe way. We also developed ways to stay in contact with community clients and ensure they did not become isolated during the height of the community response.

Despite the chaos created by COVID-19, Nexus was able to strengthen our services to clients. Key achievements for the year included:

- Working with the Department of Health to transition clients from hospital and institutional care into the community
- Strengthening our use of Active Support principles
- Growing the NCIS service
- Building our internal management capacity including hiring new staff in Learning and Development, Quality and Compliance, Service Coordination, Allied Health and Marketing and Communications.
- Improving our claiming processes to reduce NDIS claim errors to less than 5% most weeks
- Maintaining an honest and clear relationship with the NDIS
- Supporting clients to develop innovative (and safe) ways to maintain their community activities during COVID
- Redesigning our offices to make them COVID-safe
- Completing our second staff survey that showed the continued commitment and engagement of staff
- Sadly we said farewell to three of our clients who passed away this year - Janine, Corey and Jeffory.

Finally, I would like to thank the many clients, families and staff who have made a challenging year a success.

Mark Jessop  
Chief Executive Officer



## Client Story

### Regan

Regan has been getting out and about for bushwalks this year and can now walk for quite a distance. This was a particularly good activity when there were restrictions in place due to COVID.

Regan has also been enjoying engaging in other activities including mini-golfing, skating, cooking, and going to the beach.

# COO's Report

In this, my first COO report, it is interesting to reflect on how the way we design our services has changed since I started as a support worker with Nexus 21 years ago.

## A Rights-based Approach

Nexus has always maintained a rights-based approach and advocated strongly for clients to have access to the services and funding they need to live a fulfilling life. This is evident in our endeavours to win additional funding for clients whose needs have changed significantly, and in the creation of services to meet the needs of clients whose previous providers had tried and failed to support them – or turned them away completely. We were early adopters of the Active Support model in Tasmania, which works on the premise that anyone, regardless of disability type, can participate in meaningful activities if given the correct support.

*“Under-supporting people can have obvious negative outcomes, but over-supporting people can be equally as detrimental.”*

In the old block-funding era it was a long and difficult process to achieve better funding for clients. We were only *just* able to meet the clients' needs, never mind providing the additional supports needed for them to fully engage in activities that were meaningful to them. The introduction of the NDIS saw many great opportunities to advance support planning with clients and build on our Active Support practice. We were successful in providing interesting, individualised services that allowed clients to participate fully at home and in the community. However, the NDIS has recently questioned the value of this, putting pressure on providers to remove supports. This is most evident in the NDIS' current approach to Supported Independent Living (SIL) which reduces it to be attendant care, 'dumbs down' the work of highly skilled support workers in accommodation services, and removes opportunities for clients to develop further independence in their own home.

## Supporting Our Service Provision Through Technology

As Nexus has grown, the systems that support our service provision have been adapted to ensure we can meet the needs of clients and support our staff. A major change this year was the move to Microsoft 365 (M365) as a platform for communication and file storage, allowing secure access to files, and creating the ability to communicate quickly and effectively with all staff.

And what good timing that was.

When COVID-19 hit in March 2020 we were able to quickly communicate our response strategies to staff using Yammer and Teams, and were able to take advantage of the remote working options the system offered. The use of Teams for video calls and messaging enabled staff to stay connected and support each other through what was a very worrying time.



We have done a lot of work to improve our intake and onboarding systems of both clients and staff. Again, the M365 platform has been advantageous as it allows us to automate processes to ensure timely delivery of information from initial contact through every stage of the onboarding process. Our client intake process focuses on identifying the key needs of the person to enable us to quickly determine how we may be able to support them. Our staff intake process focuses on finding the right people, and then developing their skills through a thorough induction process. While we have achieved some great outcomes from these changes already, there is work underway to improve the way we match referrals to the right service area and to improve internal induction programs for key support roles.

There are opportunities for us to build on our digital platforms to improve operations at Nexus over the next 12 months. With an in-house IT support team, we can now work towards more automation to manage our information, and continue to utilise technology to engage with our clients and staff. In the context of the ever-changing NDIS environment it is important that we understand the expectation of our clients so we can continue to deliver good value through the services we offer.

The efficiency of our communication underpins the support that we provide to both staff and clients, and I am very pleased to see that this area of our organisation is constantly evolving and improving.

Adrian Scott  
Chief Operating Officer



## Client Story

### Clayton

After getting his Ls last year, Clayton continued with the Learner Driver Mentor Program to obtain all of his required hours to go for his Ps test.

With the support of Nexus team member, Hiro, Clayton got his Ps this year and is now enjoying the independence that comes with having a license.

# 2017-2020 Strategic Plan Outcomes Overview



Invested in new technology to improve internal communications, streamline NDIS claims, and enable remote working

## Supported Clients to:



- Gain their drivers' license
- Volunteer at the football
- Pick berries
- Deliver brochures
- Provide customer service
- Water plants
- Provide care to rescued wildlife
- Welcome a pet into their life

## 250+

clients now supported



## Established Eight New Teams:

- Nexus Complex and Individualised Support – now supporting over 40 clients
- Behaviour and Allied Health Services
- People and Culture
- NDIS Revenue
- Quality and Compliance
- Marketing and Communications
- Learning and Development
- IT Support



## Training

Supported over 10,000 hours of training for new and existing staff



## COVID-19

Advocated for clients to maintain social and community access during the COVID-19 pandemic

25 residential sites to offer clients including self contained pods and high support houses



Created the Right Practice Model that combines practice and policy into a clinical framework.

# 2017-2020 Strategic Plan Outcomes Overview



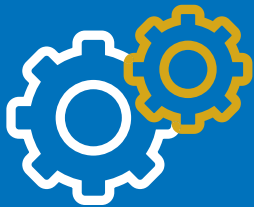
Surveyed staff through the industry benchmark “Voice” staff survey. Nexus staff scored 89% on Engagement Passion (9% higher than bench mark) and 83% on Perception of Progress (8% higher than bench mark).

## NDIS

Successfully transitioned all state funded clients to the NDIS

## 20 years

Held a 20th Anniversary ball for clients, families, staff and stakeholders



### 250

250 new staff members



Prepared all of the necessary documentation for the NDIS Quality and Safeguards external audit

## Trainee Role

Developed Level 1 trainee role to support new entrants to the sector



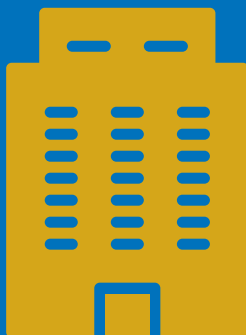
Partnered with Steps Training to introduce Aboriginal trainees



Presented and participated at intrastate and interstate industry events



Strengthened relationships with State Government and referring services



Moved to new offices and made them COVID-19 compliant



Introduced Future Leaders Program and undertook succession planning for key roles

Expanded Orientation and Induction training, revised policies, and launched a new Code of Conduct and Nexus Charter.





# Client Support

## Providing Client Support During COVID-19

COVID-19 has had a big impact on the way we work with clients, families, allied health providers and other stakeholders. Our team took on the responsibility for planning the Nexus COVID response. With the help of our Executive Officer, Nancy, and Customer Services Officer, Adele, the team developed new practices in all areas of our service provisions. We set up an emergency site that could be used for isolation and gathered personal protection equipment (PPE). This was followed by an overall update of our Infectious Control Policy and Procedure. During the initial outbreak our team also facilitated the daily Nexus Executive COVID catch up.

These new processes were communicated to all staff and clients to make sure that they felt supported and in-the-loop on our plans for a significant outbreak. COVID-19 also impacted, and continues to impact, our clients with levels of anxiety increasing for many. As a result, we have increased hours of support being provided where necessary – some of which has been covered by COVID-19 funding. This has ensured that our clients continue to be provided with the highest level of support during these challenging times.

## Maintaining the Quality of our Delivery

Our Quality and Compliance Officer, Tammy, had an extremely busy year in the lead up to the Quality and Framework Commission Audit. Tammy was joined by Sam, and together have done an amazing job of gathering evidence, checking compliances and making sure everything was ready to be presented to the Commission. We began this journey 18 months ago when we commenced a comprehensive review of our policies and procedure. Tammy also assisted me in the identification of Restrictive Practices and Reportable Incidences which required Commission reporting and follow ups.

Our team members have also been undertaking ongoing training to stay up-to-date with changes in the industry and with the NDIS.

## Growing the Support Coordination Team

The Support Coordination team has gained an additional member this year, creating a team of four. The team now supports 98 NDIS participants. This year the team moved to a separate building in Technopark. This physical separation from the rest of the organisation also reinforces that, whilst the team works for Nexus, they very much have their own identity and relationships with many providers.

## Participating in the End of Life Research Program

Nexus was invited to participate in a research program on End of Life support. This research was conducted by Anna Holiday from Li-VE, with the aim of enhancing the end of life for people with a disability. We invited our Support Workers to join in the research by participating in training and becoming 'Champions'. They then shared their knowledge and experiences with other Nexus Support Workers. With Anna's support, and the knowledge gained, we supported a client to develop and complete a 'bucket list' to ensure that his end of life experience was as positive as possible for both him and his family.

Alison Hodges  
Manager, Client Support

### Client Story

#### Michael

Michael has become increasingly independent this year with regards to his daily living. He has been doing his own cleaning, cooking, and laundry.



# Community Services

## Community Services

The Community Services division has again seen changes and growth this year.

### Investing in our Team

We have welcomed students from TasTAFE and other training organisations, who are completing their practical placement as part of their Certificate III training. Some of these students performed so well, and enjoyed their time with Nexus so much, that they have now joined the team.

Existing staff have also been expanding their knowledge and skills, undertaking mental health training, Certificate III training, Certificate IV training, and refreshers in First Aid, manual handling, complex care, and fire training. Catherine and I are also in our final year of an Associate Degree in Applied Health & Community Support through UTAS.

As a division we also had two evenings of in-house training to explore the NDIS in more depth. We unpacked what a client plan looks like, what it means for the client and their family, how our support and reporting impacts client outcomes, and our role in the review process. We also discussed how we can support clients in an ever-changing world and be innovative in overcoming obstacles to achieve client goals.

### Creating New Leaders

This training, along with an increase in staff and clients, has driven change in our management structure. This year we created Assistant Team Leader roles and an Assistant Manager role, which have improved the support we offer our clients and their families. We now have the people-power to maximise how our systems deliver outcomes for clients and get even more benefit from our software systems when documenting client goals, achievements and outcomes.

### Building Client Independence

We have again seen many clients achieving their goals this year. One great success has been our continued involvement in Driver Mentoring. Nexus staff have been trained through a community program in driver mentoring, which has resulted in some of our clients being successful in gaining their P1s through the experience and guidance of these staff members. Clients who are just starting to study their road rules and sit their tests also benefit from their support.

***“Of course I’ll still be available,” was the most often used phrase, followed by, “just put me where you need me.”***



## Continuing Support During COVID-19

When COVID-19 struck and many other organisations shut down, we became busier. Our staff not only supported our existing clients, but took on new clients who struggled to find supports when their regular services closed. We began working with people who are usually employed with a network of supports, who now found themselves unemployed and sometimes without contact from anyone for weeks. I must congratulate and thank the entire CS team. A quick round of phone calls at the start of the pandemic confirmed what I already knew about these wonderful humans. Anyone who was able to continue working, didn't hesitate. "Of course I'll still be available," was the most often used phrase, followed by, "just put me where you need me." Amazing humans, one and all.

Community Services continues to grow each year - a testament to both the staff and clients. Thank you to everyone and I look forward to a future of continued successes.

Jackie Gregory  
Manager, Community Services



### Client Story

#### Steven

This year Stevie has started reconnecting with his brother which he has been very happy about.

Stevie has also been playing with the basketball hoop that he got as a present for his birthday, and has been enjoying cooking and preparing meals for himself.

# Supported Living (SL)

## Supported Living

2019-2020 has been another year of growth and consolidation for the Supported Living (SL) team.

### Meeting Unique Client Needs with Diverse Accommodation Options

During 2019, numerous houses were set up to provide flexible levels of support for young people wanting to learn to live more independently and improve their living skills with just the right level of support. Many of the residents had previously resided in institutions or high support accommodation. This year rosters at two of our houses were reduced as the residents increased their ability to successfully live with less support. One resident who moved from twenty-four hour support to a Nexus unit last year now requires just a couple of hours of support a day.

SL has three new Communities Tasmania pods which are perfect for people who wish to live more independently but continue to have access to support.

During the year we supported residents to think outside the square and challenge themselves by safely trialling pods or other accommodation options. Whilst not always successful, it is important for Nexus to always facilitate and encourage clients to 'have a go.' I would like to mention Corey who sadly passed away this year after completing his extensive bucket list.



Active Night Support in 12 locations



Support for 64 clients across 20 locations in both group housing and units/pods



Provision of daytime support to some SL residents



200 staff, including 13 Team Leaders, across our sites

### A Growing Team

Our continued growth has resulted in more changes to the Management Team. Adrian Scott has officially become our Chief Operating Officer, I have transitioned into the SL Manager's role and there are now two SL Assistant Managers, Matthew and Casey. Matthew and Casey have progressed through Nexus and provide extensive knowledge and support to clients, Team Leaders, staff and myself. There have been a number of changes to Team Leaders this year including the departure of Kathy and Pam who we thank for their contribution and the difference they made at Nexus.

## Supported Living in the Time of COVID-19

As COVID-19 began to spread earlier this year, Nexus implemented extensive processes and contingency plans to keep clients safe and supported. This meant an increase in hours of support provided by our team as other service providers cancelled their day services due to their own COVID-19 processes. It was reassuring to know that we were able to continue providing the support that our clients needed during a particularly stressful period.

## Streamlining Services

This year SL has improved the booking and tracking of supports and services that are outside of the usual Supported Independent Living (SIL) funding. The ongoing changes at the NDIS have posed significant challenges, and we continue to develop better ways to clearly communicate client needs, develop quotes and support plans. We are also improving the systems for monitoring and reporting our work. The evolution of SIL quotes and NDIS assessment has enabled Nexus to work closely and transparently with clients, their families, Coordinator of Supports, Guardians and Allied Health professionals to ensure services and supports reflect the person's needs. Developing and maintaining good relationships with internal and external stakeholders is a key focus for our team over the next year and it is more important than ever.

2020/2021 will offer new challenges including managing vacancies and navigating the considerable workload relating to SIL quoting and assessments. We will continue to focus on providing quality outcomes for clients including improving our Active Support system.

I would like to thank the Supported Living staff at Nexus for providing individualised services and endeavouring to facilitate the best possible outcomes for the clients we support. In addition, I would like to thank the corporate services team who support us behind the scenes.

John Le Marie  
Manager, Supported Living



### Client Story

#### Thomas

In the past Tom didn't like to get out of the car but this year he has been getting out of the car and going for small walks in the fresh air.

Tom has also been enjoying cooking, fishing, and enjoying regular weekends away with his dad.



# Nexus Complex and Individualised Support (NCIS)

## Support That is Not Afraid of a Challenge

In 2015, starting with one client, the NCIS program began as a service for people in crisis. Since then NCIS has continued to grow and has developed a reputation within the Disability and Community Sector as a service that isn't afraid to carry risk, that takes on participants when they have exhausted all other options, and that is persistent and doesn't give up on their clients.

The NCIS program has continued to grow in reputation within the Health and Human Services sector in Southern Tasmania. The team have created strong working relationships across multiple service systems to achieve positive outcomes for people with a high level of functioning and decision-making skills but who have a range of complex issues arising from trauma, emotional, intellectual and psycho-social issues.

## Growing the Team

The NCIS Management Team welcomed two new Team Leaders through an internal recruitment process this year. The management team is now: Beck (Manager), Kirsty (Assistant Manager), Indy, Clive, Jane, Krystal, Sara and Renee. They work in collaboration with Allied Health professionals to implement Behaviour Support Plans (BSPs), and support 64 staff.

During 2019/2020 NCIS supported 39 clients to reach their individual goals, build their capacity to become as independent as they can be and develop skills in a safe, supportive and regulated environment. The NCIS team works in collaboration with Allied Health professionals to deliver psychology based therapeutic programs. Services are delivered to people living in the community or at one of the properties across the ten NCIS Supported Independent Living (SIL) sites.

The NCIS Team Leaders, Key Workers and Support staff continue to show their commitment to supporting participants by using the Active Support Model, and implementing and reviewing person-centred planning.

This continued support for clients to achieve their personal goals has resulted in some great outcomes. In 2019/2020 this has included:

- An NCIS Community client being supported by staff to go to ComiCon in Melbourne
- A client getting his L2 license, organising his own car, and being supported by staff to complete the required hours of driving in preparation for his Ps test in November 2020.
- A young female client transitioning into Year 11 at Rosny College after not being engaged in the education system for a couple of years
- An NCIS Community client commencing work 3 days per week and catching public transport without support after being disengaged from many services
- Clients using their garden beds to grow herbs and vegetables for cooking, and flowers for their homes
- A young mum who was isolated living away from supports successfully finding and moving to a recently renovated CatholicCare House with the support of her Support Workers

Even with the impact of COVID-19, NCIS clients have continued receiving support to progress towards their personal goals and achieve positive outcomes. Unfortunately sometimes COVID-19 has ended some great opportunities like:

- One client working part-time at a company that packed dog treats had their employment opportunity cut short due to COVID-19
- A great holiday that was booked for a client to go to Melbourne to fulfill a dream of seeing a live AFL game and visiting the Melbourne Zoo was sadly put on hold due to COVID-19 and associated travel restrictions
- Some participants found it difficult to re-engage in their chosen educational pathways after not being able to attend due to the implementation of COVID-19 restrictions

The NCIS team is looking forward to continuing to work with these clients to achieve their goals in 20/21. We are also looking forward to expanding our services in collaboration with Health and Human Services, Disability and Community Service Sectors.

Beck Bewley  
Manager, Nexus Complex and Individualised Support

## Client Story

**K**

K has been utilising her artistic talent this year, creating lovely pieces of artwork for the Nexus office, and making fun costumes for Halloween.

This piece was created at Youth Arc in Hobart and is stencilled onto an old record.



# People and Culture

## Growing the Nexus Team

This was another great year for the P&C team, with our most significant project being the on-boarding of 153 new staff.

As well as welcoming 149 new support workers across our three divisions, we welcomed four new members to our head office team. Two of these were in newly created roles of Executive Officer and Training Officer.

We were also thrilled to be able employ a number of our clients to form the newly created COVID Cleaning Team. The team clean twice a day and ensure we remain COVID compliant.

## Creating New Roles for New Levels of Support

To ensure we are able to support clients to achieve their goals we believe our staff need strong support, leadership and mentoring. Nexus management made a conscious decision this year to increase our commitment to the growth and development of key roles including Team Leader, Assistant Team Leader and Key Worker.

Our client-facing Divisions have supported their staff to step up into these leadership roles, giving staff members an opportunity to challenge themselves and progress their careers with Nexus. We also developed an Assistant Manager role for each Division to ensure strong administrative support to these teams.

## Training

With new staff starting, and new types of support continually being offered to clients, we have increased and improved our training program. Whilst some training was postponed this year, we have maintained high levels of enrolment across the organisation and have utilised technology to create virtual classrooms. We have also begun to move some of our training online and are encouraging staff to use the Medecs online platform to access training including our new orientation unit.

We strongly believe in investing in our staff and encourage all team members to undertake training that provides them with additional, relevant skills beyond those that are mandatory for their roles.



Qualification	Number of staff members trained
Fire Safety	75
Assist Clients with Medication	73
Provide First Aid and CPR	71
Recognise Healthy Body Systems	43
Epilepsy management	30
Manual Handling	29
Certificate IV in Disability	19
Certificate IV Mental Health Skills Set	17
Diploma of Community Service	16
Complex Care packages	12
Certificate III in Individual Support	10
Certificate IV in Human Relations	1
CPA Accounting	1
Certificate III in Administration	1

## Staff Health and Welfare

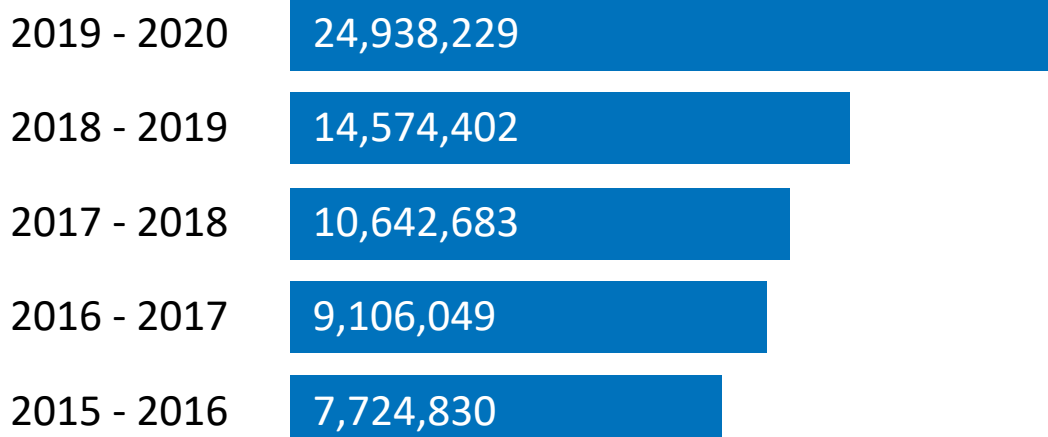
We often ask a lot from our staff so genuinely supporting their welfare is important. Their physical health and safety are supported by quality equipment and training, and we have made arrangements with Employee Assistance Providers to help staff access mental health support.

We have experienced an increase in lost time injuries - this year we saw the highest number in four years. On a positive note, of the 13 staff that required workers' compensation, seven of them were able to return after a week or less.

Doug Strohfeld  
Manager, People and Culture

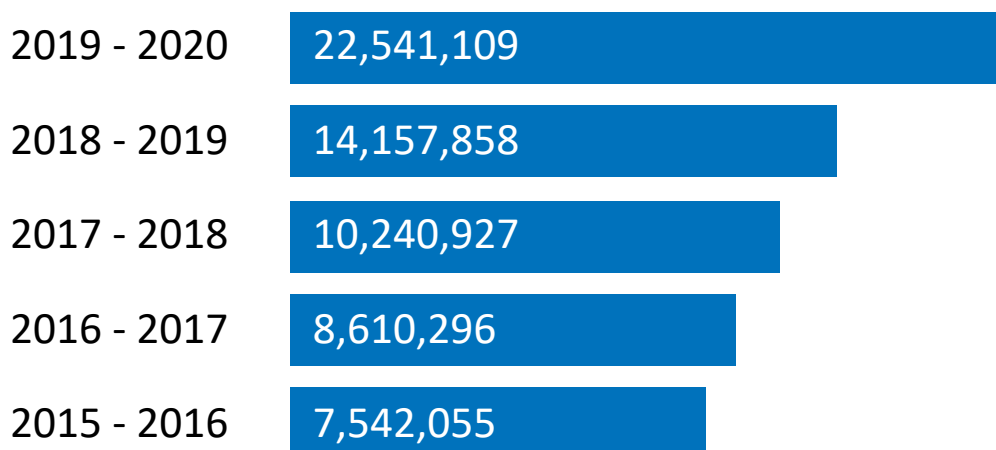
# Finance

## Total Revenue



The overall result in 2019-2020 was outstanding with a growth in revenue of 71% in comparison to the previous year. Nexus now supports over 250 clients, employing more than 400 Tasmanians.

## Total Expenses



Total expenses have increased by 59% on the prior financial year with total staff costs making up 85.4% of our costs. The organisation spends a large amount of money on training our staff to build their capacity to support our clients. 47 of our staff members were studying accredited courses in the 2019/2020 year – we view this as an investment in both our staff and our clients.

## Surplus/Deficit

The rolling average surplus for the four years to 30 June 2020 is \$914,293 – or approximately 6% of revenue. These annual surpluses have funded the growth of the organisation – we are now able to reach a larger number of clients and provide a wider variety of supports.

When there was community transmission of COVID19 in Tasmania, we saw an increase in requests for client support as other organisations were unable to continue to provide support. This, combined with government supports, ensured that we were able to continue to run all of our services and remain confident in our financial position.

Finance Team



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