



Annual Report 2018/19



Year at a glance

NEW STAFF

90 NEW PAID STAFF

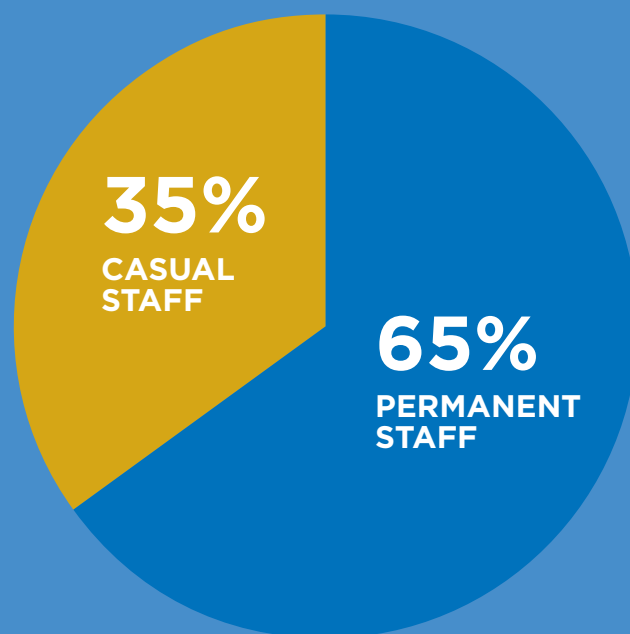
7 NEW TEAM LEADERS

2 NEW ASSISTANT MANAGERS

10+ YEARS OF SERVICE | **30 STAFF**

\$14.5
MILLION
TURNOVER

2.9% SURPLUS



700+ SESSIONS
OF TRAINING DONE BY STAFF

33

NEW CLIENTS
PLACED IN
ACCOMMODATION

50+

STAFF
UNDERTAKING
FURTHER STUDY



Contents

Chair Report	1
CEO Report	3
Jessica's Story	7
COO Report	9
Client Support	11
People and Culture	12
Training	13
Clayton's Story	15
Community Services	17
20th Anniversary Ball	19
Supported Living	21
NCIS	23
Service Awards	25
Finance report	27



Chair Report



This year Nexus has once again upheld our mission to support people with a disability to live the life they aspire to – this year growing to support over 200 people.

After a considerable amount of planning, Nexus took on housing for 31 new clients. These new buildings have been leased from CatholicCare who received a mix of government funding to expand their social housing portfolio. The properties have given Nexus a wider range of housing options for our clients, with single and two bed units now available. As part of this process we were also able to have two of our Communities Tasmania houses refurbished ready to take on new clients.

We worked with CatholicCare to co-design aspects of the new developments and it was an important change for Nexus, to move away from the traditional group home model. This model has served the community well,

and continues to suit some clients. However, as clients exercise choice and control they want to explore a wider range of housing options.

One of our refurbished Communities Tasmania properties was offered to accommodate a number of people transitioning from Millbrook Rise, an institution for people with a psychosocial disability. It was pleasing for Nexus to go back to our 'roots' and work with the State Government to deinstitutionalise a group of clients. This was made possible because people with a psychosocial disability are included in the NDIS. It was great to work in partnership with the staff in Mental Health Services to plan and execute a smooth transition.

Nexus continues to grow our service provision in complex and individualised care. These clients have a range of challenges including complex trauma, and psychosocial and intellectual disability. They are often younger with a high level of functioning, but are at risk because of their disability. The Board is aware that there is a very different set of risks associated with these clients who have historically been very poorly serviced by the State systems. However, we believe they fit within our mission and we continue to manage the risk while acknowledging the NDIA's attempts to deliver a more reasonable funding level for these complex clients.

This year far too much of the Board's energy has been diverted to supporting the efforts of management to receive timely and accurate payment from the NDIS. As our accounts show, almost \$2 million was owed to Nexus at 30 June 2019. Some of this was

the result of clients transitioning to the NDIS and our internal processes, but the bulk was caused by the NDIA's poor management of the planning process which led to gaps between client plans or the correct funding not being included. This created flow-on effects for our operations teams who needed to identify the reasons for the gaps, and for the finance team who had to monitor and resubmit claims to the NDIA. The Board took the exceptional step of writing to the Agency in April 2019 to express our concerns.

In assessing the risks posed by the NDIS, our Audit report raised the need for improved internal processes, and the risks of non-payment and missing money owed. These issues would not arise if the NDIA had a timely and accurate payment process. Despite assurances from the Agency, things have become worse during 2019. Our Board believes that the administrative focus of the NDIA has been on getting participants into the system at the expense of ensuring providers have the resources to provide the services those participants need.

The Board has approved the appointment of an additional staff member to track NDIS billing and, along with additional software expenses, expect that the overall cost associated with this will exceed \$100,000. There is an unacceptable expectation that the Not For Profit sector should be adding administrative costs simply to track obvious failures in the Agency's processes. We acknowledge that the new NDIS minister is working to improve the situation and hope that these issues with the NDIA can be addressed urgently.

Despite the pressures that the NDIS has placed on management and cash flow, it is pleasing to note that the management team has successfully steered Nexus through another year of strong growth and achieved some exceptional outcomes for clients.

The Board has continued to actively recruit new members to ensure we have the skills needed to operate effectively. This year we welcomed Garth Clayton and Peter West to the Board. Both Garth and Peter bring unique and valuable skills that will help meet our ongoing policy and governance responsibilities.

I am coming to the end of my three-year term as Chairperson. My time in the position has been challenging at times, but also very rewarding and I am grateful for having had the opportunity to undertake the role during a period of significant growth and change at Nexus.

I would like to thank my fellow Board members for their support and commitment. It should be recognised that, as volunteers, there is significant time and effort associated with Board meetings and related activities.

My thanks also to the enthusiastic and professional management team, our dedicated staff, our clients and families and other service providers working with Nexus. They have all enabled Nexus to provide the high quality services that make a difference to the lives of people with a disability.

Kerry Burns

CHAIR



This year has been another period of exceptional growth and development for Nexus. All areas of the organisation have experienced this – direct support, management and corporate support.

Nexus is pleased to have grown our team significantly this year, which was a massive undertaking for our People and Culture team. Many of these new positions have been filled by permanent and contract staff, with our casual staffing rate dropping. Being able to offer staff certainty of employment is in keeping with the culture of Nexus.

90 NEW STAFF

35% OF OUR STAFF ARE CASUAL, A DROP OF 2%

Reflecting our growth over the past few years, the average Nexus employee has been with the organisation for 3.3 years (down from 4 years 12 months ago).

Our changing workforce means we must focus on supporting and training our new staff. A more involved induction process will mean that new staff have a program to complete over their first six months. We are also investing in ongoing training for our team to ensure that we continue to provide safe and high quality support for both employees and clients.

Nexus now has very little direct financial support from the State disability sector, with our previous DHHS clients now fully transitioned to the NDIS or Continuity of Support program (COS). We have maintained a relationship with Communities Tasmania where we still provide services to some young people in care who have a disability and are not fully supported by the NDIS.

The transition from State funding to NDIS/ COS funding was relatively smooth and any minor issues (mostly around timing of the transition) were quickly resolved. It was sad to see the old DHHS disability structure disbanded, with over 20 years of history between Nexus and these staff disappearing over just a few months. I would like to acknowledge the hard work of Annie Curtis and her team who worked tirelessly for the support and welfare of people with a disability. This year also saw the disbanding of the disability gateways at Mission and Baptcare and, again, I would like to thank the State Local Area Coordinator staff for their ongoing support.

While it is hard to let go of past relationships, it is easier when you know that what is coming has the potential to be so much better. There is no doubt that many people with a disability have received a vastly improved level of support and often greater control over their own lives. The NDIS planning process adds a level of discipline to our personalised planning with clients and having a support coordinator has (mostly) resulted in more consideration of what is the right type/level/frequency of service for clients. However, the NDIS has failed to meet its potential in terms of its administration. When the NDIS was set up it was recommended that 10,000 staff be employed – this has never been allowed by Government. The failure to adequately staff the NDIS shows in so many areas – creating inefficiencies that simply transfer costs from Government to the for-purpose sector. Our growing number of administration roles (from five to twelve over 12 months) is an example of this cost shift. Sadly, the most impacted are often clients and families with unfunded essential services and added stress causing frustration and, sometimes, anger. While we all accept that mistakes will happen, the NDIS must do better at fixing problems for clients and providers in a timely and responsive way.

The NDIS has, however, given Nexus the confidence to develop alternative types of services that better meet the needs of clients. Nowhere was this more apparent this year than in gaining the Board's support to take on accommodation for an extra 33 people. What was great for our clients was that this was not another nine 4-bed group homes, but rather a totally different

configuration of accommodation including 5 bed high physical support homes, 2 bed units, and single bed units with onsite staff support.

We welcomed seven new team leaders this year. We briefly considered moving away from team leaders, as many services have commenced, but felt this would negatively impact on the quality and responsiveness of our service. The relationship between Key Workers and Team Leaders is critical to developing a supportive and safe environment for our clients. Our growth has also resulted in the development of Assistant Manager roles. We welcomed Kirsty Barwick into this role in NCIS and John Le Marie in Supported Living. We have also made the decision to begin scoping a Chief Operating Officer role in 2019/20.

“Nexus is pleased to have grown our team significantly this year, which was a massive undertaking for our People and Culture team.”

Our financial result this year has been hard fought – with our rapid expansion it would have been easy for costs to get out of control but, while they were above budget, they did not exceed my expectations. Our finance team has made a considerable effort this year to transition our house accounts into a more centralised and transparent platform in preparation for being audited by our accounting auditor from 2019/20 onwards.

With close to \$1 million in many small transactions, this is an area requiring a high level of governance and control.

The growth in our operational turnover from \$10 million to \$14 million reflects the growth in NDIS price caps as well as our growing client numbers. The majority of this is paid directly to staff (89.5%). Our surplus of 2.9% was below our goal which means that it is more difficult to invest in improved processes and new services. Nonetheless, it is a greater surplus than many other services have achieved across Australia.

This year has seen a lot of consolidation as we finally transitioned to the full NDIS. The foundations have been set for our continued digitisation of Nexus and the move to the national Quality and Safeguards Commission. We continue to embrace the digital world with Adrian Scott and Jackie Gregory leading the charge to move our reporting to our Client Information Management System (CIMS).

Most of the hard copy client forms for monitoring shifts, health, and daily achievements have now moved into CIMS. As we move to an Office 365 platform, all staff will have a Nexus account and benefit from a range of apps to improve their team communication and performance.

Our big goal for this coming year is to finalise our external audit. Alison Hodge's team have been hard at work getting ready for this. We completed a project to rewrite our policies, which took Aaron Bairstow the best part of the year to do, and these now sit in the Cloud where staff have access to them 24/7. Our new Quality Officer has been driving the implementation of the audit which added a level of professionalism and accountability to our service provision.

[Mark Jessop](#)

CHIEF EXECUTIVE OFFICER





“Jessica is happy with the staff who provide support to her ...and is happy living in her new home.”

Jessica's Story

Support coordinator Lena Mitchell tells her story of how the new Millington Court development has changed a client's life for the better.

Jessica was offered a placement with Nexus Inc and moved into Millington Court in February 2019.

Jessica was very excited about the impending move as she had previously been residing with two older females in a temporary situation and had been looked after rather than being encouraged to develop her own skills towards her independence.

Prior to the move Jessica met her housemate and the other residents who were going to be moving in at the same time to other units on the site.

On moving day Jessica could hardly contain her excitement and when she arrived at the site others could hear her joy at moving into the new unit. She took great pleasure in setting up her room with assistance from staff.

Jessica has now been living in her unit for seven months and, during this time, I have noticed a huge change in her. She has gained more confidence in her ability to let others know what she does, and does not, want. On visits to her unit she has shown me the skills she has developed with assistance from her support staff.

I recently asked Jessica about her accommodation and if she still likes living there. We talked about choice making and she indicated that she chooses what she wears each day and sits with staff to decide on a menu plan for the week. Jessica is now cooking meals for herself, with assistance when required, and she goes to the supermarket to purchase her own grocery items.

Jessica indicated she makes her own decisions about where she goes, what she purchases for herself and the amount of support she requires. We discussed privacy and she is happy with the privacy she gets and appreciates that others do not invade her space. She informed me that they have house rules to follow which were established when she first moved into the unit.

Jessica is happy with the staff who provide support to her and her housemate and is happy living in her new home.



From 1 July 2019 Nexus appointed Adrian Scott to be our Chief Operations Officer.

As Nexus has grown, meeting and providing support to new clients, whilst also continuing to change and develop our services to suit their needs, has been a challenge. There have been some significant changes to our structure, and to the types of services and accommodation models we offer.

For the past two years we have been gradually implementing our Client Information Management Software (CIMS) and using this as an opportunity to “re-engineer” our processes. This provides multiple benefits including better access to important client information, improved recording and sharing of information between workers, and an easier way to monitor and adjust services when needed.

This year the Board approved a new position of Chief Operations Officer, and I have been asked to fill this role on a part time basis for the next 12 months, giving me a chance to focus on further rolling out the new IT platforms. I will continue as Manager of Supported Living but our Assistant Manager, John Le Marie, will be taking on more of the day-to-day operations.

Some of the key activities for the COO role over the next 12 months will be:

- Completing the roll out of CIMS functions
- Developing and introducing Office 365 and our Sharepoint site to all staff, which includes redesign of existing communication and information sharing methods
- Working with, and supporting, the other service Managers to establish consistent methods of support planning, reporting and review

Adrian Scott

ACTING CHIEF OPERATIONS OFFICER



Client Support

Nexus had a major growth in supported accommodation this year. Working in close collaboration with CatholicCare, Nexus provided new supported accommodation for an additional 33 clients. The new properties include two 5 bedroom, purpose-built homes that meet the needs of our clients with high support needs.

As a result of this growth, we spent many months meeting with clients, parents, guardians and others, to gather evidence and complete documents. We also ensured that the new properties met the needs of our clients and completed a huge list of tasks to make sure that all of the new homes provided a safe and homely environment for our clients. This was a mammoth task with wonderful outcomes.

Support Coordination continues to grow. Nexus now has three Support Coordinators, Lena Mitchell, Rebecca Phelps and Robert Blackwell who are working with over 60 clients in areas as far away as Triabunna and Port Huon. All three have been challenged with the ever-changing NDIS requirements

and communication difficulties, however, the benefit of having such an experienced and supportive team has resulted in achieving many goals for their clients.

This year Tammy Bowman joined the Nexus Team in the new role of Quality Advisor. The main objective of her role is to ensure that Nexus meets the quality and safeguarding functions set down by the NDIS Commission. The areas where standards need to be met include Registration and Quality Assurance, NDIS Code of Conduct, Worker Screening, Complaint Handling, Reportable Incidents, Behaviour Support, Monitoring Investigations and Enforcement, and Development and Capacity Building.

Overall, it has been an extremely busy year. I would like to thank the hard working team that ensures such wonderful outcomes for our clients.

Alison Hodges

MANAGER CLIENT SUPPORT

New Properties at a glance	
5 bedroom home	Claremont
5 bedroom home	Chigwell
2 low support units	Chigwell
10 one bedroom units and 1 staff unit	Eastern Shore
4 two bedroom units and sleepover room/office	Glenorchy

Nexus Inc

nexusinc.

Supporting people to live
dependent lives
through.....

Accommodation
Shared Group Homes
Community Living
Home Support & Care





For Lease

Providing innovation in housing for people with a disability

Contact us to discuss your housing and support needs



People & Culture

This year the People and Culture team increased to three full time staff with the recruitment of a People and Culture Officer. The addition was necessary to cater for the growing Nexus workforce and to improve our human resource systems and processes.

The team spent considerable time ensuring our systems were compliant with the new NDIS Quality and Safeguards Commission that will take over the accreditation of disability providers from 1 July 2019. While not too different to the old system, there is a much greater emphasis on evidence that an auditor can review. Providers will now be audited annually.

One of the new Commission requirements is that all staff working with clients need a vulnerable people card – Tasmania previously only needed this for working with children. It was pleasing that by 30 June all of our staff had a card or were waiting on their approval.

A major achievement for the team was recruiting and onboarding staff for our new supported living houses. From the last pay run in 2017-18 to the last pay run in 2018-19, Nexus grew from 174 to 264 paid staff. We maintained our permanent to casual ratio of about 65:35 and casual staff numbers reduced. Our permanent workforce grew from 110 to 171.

Nexus has not had difficulty attracting staff, with many experienced candidates applying. We have been particularly impressed with the number of people applying with a Certificate III in Disability. Those that do their placement with us are often preferred when it comes to employment, as they know the company. We have revised our induction pack for new staff, which is now a six month program of activities and observations supported by their Team Leaders and the People and Culture team. Feedback so far has been positive with new staff enjoying the direction that the booklet gives them.

The hardest group for us to consider employing are those with no disability qualifications – people who have no prior lived or learned experience, but who have a desire to work in the industry. With our newly expanded rosters in some houses, we have been able to create Level 1 positions where a trainee can be taken on for six months while they commence their Certificate III. Trainees always work with other staff, gaining on-the-job training and mentoring. Fifteen people have gone through this program so far.

Doug Strohfield

MANAGER, PEOPLE AND CULTURE

Training

Our employees continue to undertake ongoing training that ensures clients are provided with a high standard of support. In addition to induction training, staff attended over 700 sessions of training this financial year – an average of almost three sessions per staff member, representing an investment in our staff of over \$300,000 in wages alone.

Nexus has developed a strong relationship with Avidity Training and Development, Australian Employment Training Solutions, and Work and Training. They all deliver quality programs that keep our employees progressing with their disability related qualifications at both Certificate and Diploma level.

Nexus has four “core” skills that we like staff to have when they start working with us. We then send them on refresher courses to keep their skills current. This year Nexus put staff through 358 sessions of core training.

First Aid Training	143 Trained
Medication Training	133 Trained
Manual Handling Training	143 Trained
Fire Safety Training	36 Trained

We also provide specialist health training specifically related to clients’ needs at a particular house, including Epilepsy and Midazolam training. With an ever-changing client group, we have also expanded our training to include the two day Mental Health First Aid course and an eight session Autism program run by Autism Tasmania.

Specialised Training	
Mental Health First Aid	50
Autism Tasmania	20
Midazolam	14
Epilepsy	12

As well as the updated induction program for new staff, all new NCIS staff are required to undertake additional in-house training on Trauma Informed Care.

Nexus recognises that there are both great successes and great risks that can come from our front line staff, so we are keen to invest in both skills-based training and training in culture, practice and process. This year, Nexus developed and ran the Key Worker Development Program for 72 staff. Key Workers are responsible for ensuring that our clients’ rights are protected and that they achieve their goals. We also ran a Team Leader Development Program for 15 of our staff, and had a participant in the TASCOS Women in Leadership program.

We also encourage our staff to take on formal training, with over 50 staff commencing study this year:

Cert IV in Disability	23
Cert III in Individual Support (Disability Stream)	17
Diploma in Community Services	5
Cert III in Business	2
Associated Degree in Health & Community Support	2
CPA professional practice program	1
Cert IV in Human Resources	1



“This was a huge step in gaining further independence for Clayton.”

Clayton's Story

This year one of our clients, Clayton Barrow, passed his L2 driving test which has opened up many new opportunities for him.

Clayton took his L2 assessment as part of the Top Gear Learner Driving Mentor program. The program provided him with access to one of their vehicles to complete the test.

This was a huge step in gaining further independence for Clayton who was ecstatic about passing the test. The driving assessor said it was one of the smoothest rides he had been on.

Clayton's support worker Hiroyuki Mori mentored him throughout the process leading up to the test to help him gain supervised driving experience.

Hiro said Clayton had driven to a variety of places including Bothwell, Sorell, Kingston and Mount Wellington and had gained experience driving in different conditions, including at night.

He also learned essential knowledge about speed and road safety from watching his parents drive.

Clayton enjoyed driving in the city and on highways the most but found changing lanes in heavy traffic to be difficult.

By getting his L2s, Clayton now has the opportunity to get his provisional licence which will allow him to go to college, work, and his friends' places without catching the bus or getting a lift from his parents.

It is important for our clients to gain these valuable life skills to increase their independence and to become more confident in their own abilities. Clayton is now able to pass on what he has learned to other people and share that knowledge.

We are pleased that a couple of our staff members are registered with the Top Gear Learner Driving Mentor program as it allows our clients to use their cars to attain their L2s or provisional licenses.

Community Services

It sounds like a bit of a cliché every year but Nexus Community Services has again grown in 2018\19. We now support 107 clients and our staff has grown accordingly.

This year has seen some incredible achievements by the clients we support. Clients have obtained Learner and Provisional licences, gained meaningful work experience or employment, found social outlets, maintained relationships and travelled around their communities using public transport.

We saw our Rowbottoms Road participants cultivating seedlings and selling them to purchase more garden goods, and also producing all 300 of the bonbonnières we had for guests at our 20th Anniversary Ball. The Ball also gave everyone a chance to get together, let our hair down and celebrate the organisation we have all played a part in creating. It was a great night with much eating, some drinking, a lot of laughter and even more dancing. I think we won the dancing part with a Community Service staff member and a client the last two standing on the dance floor at the end of the night!

Our staff have also had a great year with many updating and furthering their qualifications, participating in key worker and team leader training opportunities, and continuing with the upkeep of their professional skills around medication administration, first aid and mental health first aid. We saw many staff training in the area of complex care to best support the needs of our clients.

With the introduction of the NDIS quality and safeguarding standards we also saw all staff complete the NDIS Worker Orientation Module. The formerly new world of NDIS has now become very much our current world with all our clients now funded under the scheme. Though many changes still occur it is usually process driven and extremely valuable in not only providing the best for the clients we support but also being able to accurately report on the outcomes and goals each client has. The Community Service team has undertaken training in the Client Information Management System and this adds to the proficiency of staff to support every client to the very best standard. This has been a great achievement for us as most of our staff work off-site and have taken on new processes and technologies to allow this to occur in a great way for our clients.

Community Service is also looking to the future of supports for our clients and we are discussing the introduction of many new and exciting opportunities for both clients and staff in the coming year, so again I say... watch this space.

Jackie Gregory

MANAGER, COMMUNITY SERVICE



20th Anniversary Ball

Turning 20 for any organisation is a milestone, but especially for community based organisations in the not for profit sector who rely on the support of clients, staff and volunteer Boards. We wanted to proudly mark the occasion and celebrate the exceptional organisation that we have all helped to create.

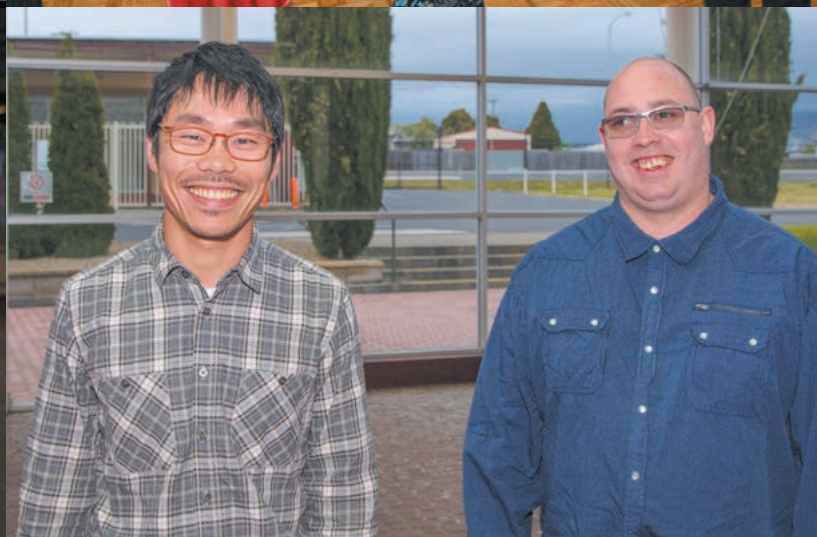
Thank you to Jackie and her Community Services team who came up with the idea of a Ball. Most of us have numerous rites of passage throughout our lives, but many people with a disability miss out on these.

Inclusion was our theme, and it guided the process for creating our first Nexus Ball in celebration of our 20th Anniversary.

It was a great night at the Elwick Racecourse shared by almost 300 people including our Board, staff, families and clients.

Thank you to all of our team who organised such a fun evening and to our clients at Rowbottom Day Service who produced over 300 beautiful bonbonnières for our guests.





Supported Living

The past year has been one of growth and consolidation for Supported Living (SL). Nexus took on three new sites in SL this year. In the last quarter of 2018, ten long term Nexus clients moved from older properties that were no longer meeting their physical needs, to brand new, purpose-built accommodation that will meet their needs long into the future.

This allowed the vacated houses to be revamped and repurposed for people with different needs. One house was set up for a group of young women who were moving from home or high support environments. Nexus did not use our traditional shared living model but were able to reduce the level of support, allowing them to live much more independently.

Our second vacated house was set up to accommodate clients who were long term patients at the Millbrook Rise Centre. This connects back to Nexus' foundation in transitioning people from institutional living to community living. The move has seen these four clients open up and enjoy their new independence.

We also took on one and two bed units from CatholicCare with ten people moving into these brand new units designed specifically to meet their needs. This allowed several young people to move out of home for the first time or move from more high support models. We welcomed both new clients and existing clients who took the opportunity to try their skills in a lower support setting.

Nexus now offers SL in a range of styles including wake shifts, sleepover, and drop in support. This is available for those in single units, right up to houses of five clients. It has been a goal of Nexus to offer clients more choice in how they receive support and to provide a service that best builds their

independence and control over their lives. Our houses now also provide a wider range of supports for clients with very high physical needs.

As a result of this growth it became apparent that we required more administrative and managerial support. In October John Le Marie started with the team in the role of Assistant Manager. John brings extensive experience working in the disability sector and has been instrumental in developing new programs of support since coming onboard.

Our key focuses this year have been developing better ways to identify needs, creating NDIS Supported Independent Living (SIL) quotes that meet these needs, and improving systems for monitoring and reporting on our work. Using our Client Information Management System (CIMS) we are now able to easily track how many hours of support, and which types of support, are being delivered. Being able to link progress notes to clients' NDIS Plan Goals and provide thorough reports about the work we've done has been fantastic for reviewing NDIS plans.

This ability to demonstrate our delivery, compliance and achievement of exceptional outcomes for our clients has been instrumental in ensuring continued funding and opportunities to engage in more exciting activities for clients. We are working with clients, families and other stakeholders to get the maximum benefit for clients out of their NDIS plans.

Working with the NDIS has not been without its challenges. Managing vacancies is a major challenge which is exacerbated by long wait times for approval of SL quotes – sometimes up to six months. Although it has improved, there are still inconsistencies in the NDIS planning and approval process, and in the understanding of what SL provides to clients.

I'm happy to say that clients seeking SL services are not delayed by Nexus, only by the NDIS assessment and approval process.

2019-2020 looks like it will be just as busy as this year. Now that we have developed the systems to measure what we do in SL, our focus will be back on continued improvements in obtaining quality outcomes for clients. We will continue to fine tune

our Active Support system and look for ways to make our monitoring and reporting more effective. There will hopefully be opportunities to provide interesting and different accommodation support options for clients and we're looking forward to working with clients and their families more to provide supports that best suit their individual needs.



NCIS Annual Report

The Nexus Complex and Individualised Support (NCIS) program is two years old and has continued to expand. Through the work of the NCIS Team, the program's reputation has grown and it is now viewed as a quality service for people who are often side-lined by the service sector because of their behaviour, attitudes and disability. Since 30 June 2018, the NCIS program has doubled in size, delivering services to 30 clients who are either living in the community or in one of our NCIS supported sites.

The NCIS program team has also grown, with Beck Bewley joining NCIS as the Manager of the program in April 2019. It was great to be able to recruit Beck who has a wealth of program management skills and experience in both traditional disability and social welfare. She is supported by Assistant Manager Kirsty Barwick, and team leaders Indy Cassidy, Peter Heather, Clive Hanks and Jane Booth. Greg McKenna left us earlier in the year and spent time travelling and painting! He has recently been back to do some staff training with us.

Over the last year the NCIS program has recruited 56 support staff from a variety of fields including Disability, Youth, Mental Health, Community Services and Allied Health. Nexus rolled out key worker training to the NCIS Level 3 staff in May 2019. Sixteen Key Workers are now actively working with clients across the program.

In late 2018 Nexus worked in collaboration with CatholicCare Tasmania to negotiate and successfully secure a site in Warrane with 11 single bed units. The Nexus Independent Living Program (NILP) moved to this site in early 2019, utilising four units for clients participating in the program and one unit as a staff sleepover/office space. NILP helps clients develop the skills they need to live as independently as possible. The program is

delivered over approximately two years and aims to build skills through training, practice, and support.

The other six units at Warrane were quickly filled with people looking for long term accommodation whose skills were high enough to live in their own unit, but who required support to maintain and further develop these life skills to live independently. NCIS support staff work with clients, families and other service providers to achieve a client's specific independent living goals.

Most of the NCIS clients are not the "traditional" disability clients of old but have come from the NDIS "insurance model". Many of them would not have been considered to have sufficient need to attract funding under the old disability funding model. Nonetheless these people have a significant need and the NCIS team plays a vital role in supporting clients to build their decision-making capacity in relation to their social, health, or disability issues. The team supports people to become as independent as they can through a strengths-based approach which develops their skills in a safe, supportive and regulated environment. Some clients are also supported by a psychology based therapeutic program to build their independence, and many have complex behaviour support plans which are aided by allied health professionals providing ongoing training to staff.

Overall, the NCIS clients have been achieving great outcomes and ticking off some of their personal goals with the support of their Key Workers and support staff. The path for many of these people is not linear but often reacts to the many life challenges they face. Sometimes we cannot see the progress being made and it is only when a past service or worker catches up with us, that we are told how much these people have changed.

Some of our successes this year have been:

- Two people buying their own car - one has their learner's licence and the other has their provisional licence
- Two young ladies volunteering at a local football club, working in the canteen and joining in training with the women's side
- Supporting a number of people with complex mental health issues as they move from institutionalised care into the community
- Some clients welcoming pets into their lives after showing greatly improved responsibility and independence. Being responsible for pets has motivated clients to engage in regular exercise through walking their dogs and attending dog training programs on weekends.

- Clients engaging in psychological supports to develop important life skills that help them regulate and control their behaviours

The NCIS team is committed to providing the best support to their clients and are looking forward to continuing to grow the program area through their ongoing work with the disability and community service sectors.

NCIS Team



Staff Service Awards

It is a credit to the excellent company culture at Nexus that we have so many employees who have worked with us for over ten years.

It is a privilege to be able to have people on the team who have been with Nexus since its creation and have seen the many changes and improvements it has undergone over the years.

We proudly acknowledged these employees at our 20th Birthday Ball with the presentation of Years of Service Awards. Current Nexus staff were recognised in the following categories:

20 years: Craig Vernon, Lynne Triffitt, and Daren Richards

15 years: Kirsty-Lea Barwick, Anthony Briggs, Sandra Crawford, Tammie Cruise, Alison Hodges, Jacqueline Lockley, Dean McIntosh, Danielle Smith, Adrian Scott, Wayne Tonks, and Denise Williams.

10 years: Tamaralee Arnol, Ann Bleathman, Carroll Boxall, Gail Cartledge, Meghan Cash, Alma Coppleman, Pauline Dillon, Todd Faulkner, Jennifer Free, Michael Gordon, David Green, Sharon McMahon, Matthew Pearce, Maria Roberts, Kathryn Taylor, and Belinda Wood

We thank them for their ongoing service to the organisation and for continuing to share their knowledge and learnings with us.





Total Revenue

2018-19	14,574,402
2017-18	10,642,683
2016-17	9,160,049
2015-16	7,724,830
2014-15	6,125,503
2013-14	5,448,955

Total Revenue

The overall result in 2018-2019 was pleasing with a growth in revenue of 37% in comparison to the previous year. Nexus now supports over 200 clients, employing more than 300 Tasmanians.

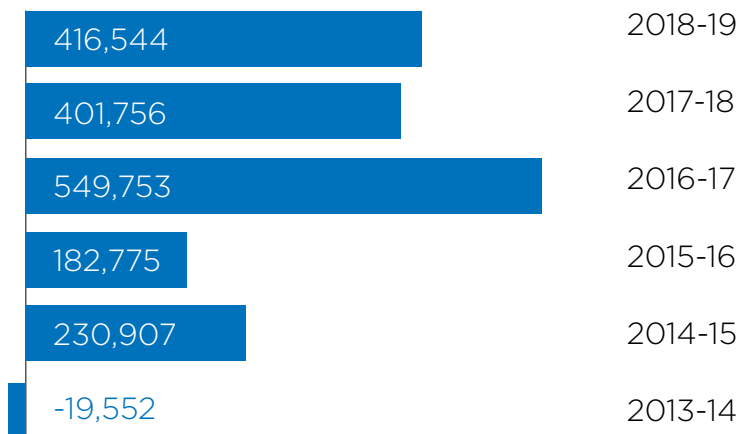
Total Expenses

2018-19	14,157,858
2017-18	10,240,927
2016-17	8,610,296
2015-16	7,542,055
2014-15	5,894,533
2013-14	5,468,507

Total Expenses

Salary and wages have increased in line with revenue growth and total staff costs made up 89.5% of total expenditure this year. Investment in Information Technology also continues to be a significant budget item, but has begun to stabilise.

Surplus/Deficit



Surplus/Deficit

The surplus for 2018-2019, while still significant, was below budget expectations due to reduced revenue. This was largely as a result of carrying a number of vacancies. There were also some cost increases, particularly with increased staff related costs such as staff training and insurances. At 2.86% of total turnover, it is well below the ideal NDIS benchmark of 5% and below last year's surplus of 3.8%. Despite this, Nexus still retains a healthy equity and is in a sound financial position to allow for program development and growth.

