

A photograph of a woman with long brown hair, wearing glasses and a grey apron over a blue shirt, smiling joyfully in a greenhouse. The background is filled with lush green plants and flowers.

# AGM Report 2023

**Outlook**<sup>®</sup>  
an inclusive society for all

2023

## Inside

Chair's Report	3
From the CEO	4
Treasurer's Report	6
Strategy and Finance Report	8
Commercial Services	10
Community Services	12
Employment Services	13
Disability Services	14
Community Centre	16
Corporate Services	18
Special Features	20
Our Locations	22

Creating and facilitating sustainable opportunities for people with disability to live, work and play within our communities.

## Our Board



**Fran Boyd**  
Chair  
People, Governance, Strategic Planning, Finance Audit and Risk Management Committees



**Greg Cuthbert**  
Deputy Chair  
Strategic Planning Committee Chair



**Derek Madden**  
Treasurer  
Finance, Audit and Risk Management Committee Chair



**Graeme Stewart**  
Secretary  
People and Governance Committee Chair



**Lisa O'Sullivan**  
Director  
Finance, Audit and Risk Management Committee



**Edwin Hume**  
Director  
Strategic Planning Committee



**Sally Curtain**  
Director  
People and Governance Committee



**Chris Buckingham**  
Director  
Strategic Planning Committee



**Dr Chelsea Tobin**  
Strategic Planning Committee



**Dr Sarah Gray**  
People and Governance Committee

*Outlook acknowledges the Traditional Owners of Country throughout Australia, and we pay our respects to Elders past, present and emerging.*



# Chair's Report

*This has been a year of growth and change for Outlook, with our expansion interstate and the loss of our much respected and admired CEO, Sam Sondhi.*

**Fran Boyd**  
Chair



We are excited to share that we have won a competitive tender in Banana Shire and Biloela, Queensland, which has paved the way for further development of our Environmental Services Team in the area. Additionally, our recent acquisition of Accuro Home Care on the NSW north coast has allowed us to expand into a new area of business, providing home care services to individuals with disabilities and aged care clients. This growth aligns with our vision of creating an inclusive society for all. With a larger geographical footprint, we have more opportunities to fulfill our purpose of creating and facilitating sustainable opportunities for individuals with disabilities to live, work, and play within our communities.

In June 2023, Outlook bid farewell to our CEO of seven years, Sam Sondhi, with great sadness. During his tenure, Sam's leadership and vision led the organisation to adapt and expand to meet the evolving needs of our clients. His strategic focus and unwavering dedication established Outlook as a reputable player in the industry, primed for a successful future.

Following an extensive search, we are thrilled to welcome Daniel Findley as our new CEO. Daniel brings a wealth of experience to the role and will lead our organisation with vision, passion and commitment to our mission.

I am grateful to my fellow Board members and the Executive team for their ongoing commitment and support to Outlook. The strong leadership from this group has resulted in considered decisions for growth and increased impact for our clients.



Earlier this year we celebrated the appointment of two new Life Governors. Individuals are appointed as Outlook Life Governors when they have shown outstanding commitment, dedication and support to the organisation. Kimberley Flanagan and Anne McCormick have rightfully earned this prestigious honour.



*The strong leadership from this group has resulted in considered decisions for growth and increased impact for our clients.*

# From the CEO

*This year has been both challenging and successful in terms of achieving our strategic goals. We have managed to grow our services in a targeted manner that aligns with our overall purpose. We approached the process of returning to pre-COVID operating conditions with caution and gradually, while also expanding our services in Victoria, NSW, and Queensland.*

**Graeme Kelly**  
Interim CEO



This transition back to a more ‘normal’ world has been welcomed by both our customers and staff. Unfortunately, we had to discontinue the Jobs Victoria Employment Service contract in Victoria due to changes made by the State Government. While we were disappointed with this outcome, we performed well throughout the contract, especially towards the end.

Some of the year’s highlights included:

## **Disability Service growth**

Outlook has acquired Accuro Home Services in NSW, expanding our reach and offering new in-home disability and aged care services. This strategic move will enhance service options in Victoria and NSW by applying respective experiences and capabilities to meet local community needs. We’re proud to see the state teams working together as one Outlook team, prioritising quality and consistent service for our customers.

In Victoria, we have opened a new service site in Moorabbin and are in the process of commissioning new sites in Pakenham and Berwick to better integrate our services into high visibility and busy locations within our communities. Additionally, we have extended our opening hours into weekends and after hours as part of a new Recreation and Leisure Service that better meets the needs of our customers.

## **Environmental Services growth**

Outlook is excited to expand our presence in Queensland by managing and operating a waste transfer station for Banana Shire, in addition to the six stations we already operate for Livingstone Shire Council. Our focus is on providing high-quality services to councils and customers while also integrating staff with disabilities and others who face challenges in finding meaningful employment. We are committed to further growth in the region.

Furthermore, we are proud to partner with two Melbourne sites in launching the Victorian Container Deposit Scheme in November 2023. This innovative scheme promotes a cleaner and greener Victoria while creating new job opportunities for those who struggle to secure rewarding employment. We remain dedicated to our recycling and environmental focus, and we look forward to continuing to make a positive impact in the communities we serve.



*We’re proud to see the state teams working together as one Outlook team, prioritising quality and consistent service for our customers.*

## Outlook's four key objectives



Growth for purpose



Support and empower our people



Extend our reach and impact



Strengthen our leadership and influence



### Systems improvement

In order to provide better support for our front-line staff and improve our infrastructure, we have implemented Alayacare – a new customer information software that records service-related information. Alayacare also includes an app option for easy staff accessibility. Additionally, we have successfully introduced Employment Hero, a payroll and human resource system.

### Financial challenges

This year has been challenging due to the deficit at the end of the year. The operating loss is mainly due to one-time transaction costs and investments made for future years. However, these factors will not have a continuous negative impact, and we anticipate a return to an operating surplus.

### In closing

The progress achieved this year was only made possible thanks to the dedication and hard work of our Chair, Board of Directors, staff, volunteers, and leadership team. I want to express my sincere gratitude to all of you for keeping the flame of our passion for 'an inclusive society for all' alive. This is what defines Outlook and gives us purpose. As we conclude, I extend my best wishes for success to all of you and the incoming CEO.

# Treasurer's Report

***In the year 2022/23 Outlook achieved an end of year operating deficit of \$1,376,367 down from the previous year's surplus result of \$245,676. During the year the organisation has faced many challenges and this result is reflective of the operating environment the organisation faced in 2022/23.***

**Derek Madden**  
Treasurer



Our accounts show operating revenue was \$26,148,846 up by \$2,761,319 or 11.2% on the previous year. This increase in revenue is largely reflective of the impact on the full year results of acquisitions undertaken over the last number of years. While the economy is still impacted by the after-effects of Covid and external macro-economic pressures, the operating environment for Outlook continues to require very close monitoring. Staffing pressures and the consolidation of new acquisitions into the Outlook environment have impacted the bottom line.

The break-down of expense categories for the year shows that labour costs increased significantly to 49.8% of all annual expenses (compared to 40% last year). The increase in labour costs can be attributed to the full-year impact of the acquisitions undertaken in the prior year, particularly Accuro Homecare. The total headcount for Outlook has moved from 171 in 2021/22 to 257 in 2022/23. The decrease in surplus this year can be attributed to some challenging circumstances in the operating environment, particularly with regards to higher waste disposal costs and an overall increase in operating expenses reflective of the higher inflationary conditions over the past twelve months.

The summary of Outlook's Statement of Financial Position (or Balance Sheet) as at 30 June 2023 shows assets decreased from \$26.36 million to \$26.09 million, while overall net assets stood at \$19.74 million, up from \$19.20 million. The net result of these asset movements reflects the strength of Outlook's balance sheet as the organisation was in a position to utilise significant cash payments during the year to finalise acquisitions and expand the business in line with the strategic plan.

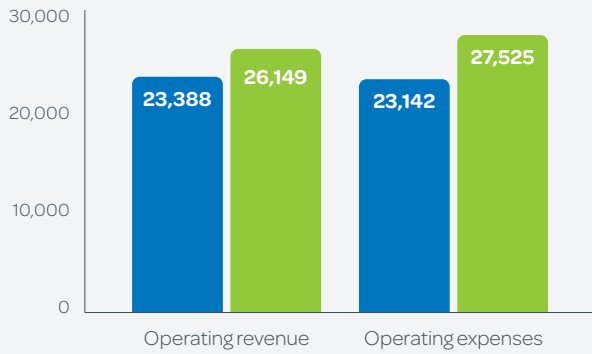
While the 2022/23 deficit represents a significant impact this financial year, the overall strength in the balance sheet ensures Outlook remains in a strong financial position and able to sustain the impact of the years difficult trading conditions. I have every confidence that the organisation is strongly positioned to work through this challenging period and that the combined ability of the Board, Senior Management Team, staff and volunteers of Outlook will continue to grow the business in line with the strategic plan.



*I have every confidence that the organisation is strongly positioned to work through this challenging period.*

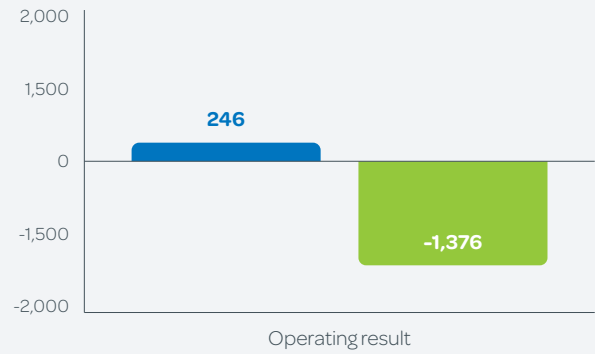
**Operating revenue and expenses\***  
(\$'000)

■ 2022  
■ 2023

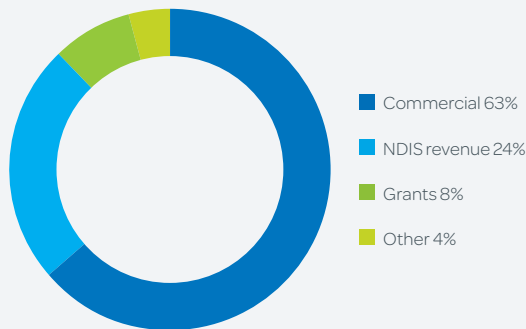


**Operating surplus\***  
(\$'000)

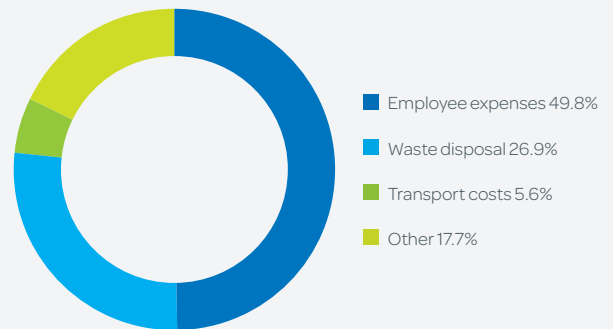
■ 2022  
■ 2023



**Breakdown of revenue streams**  
2023

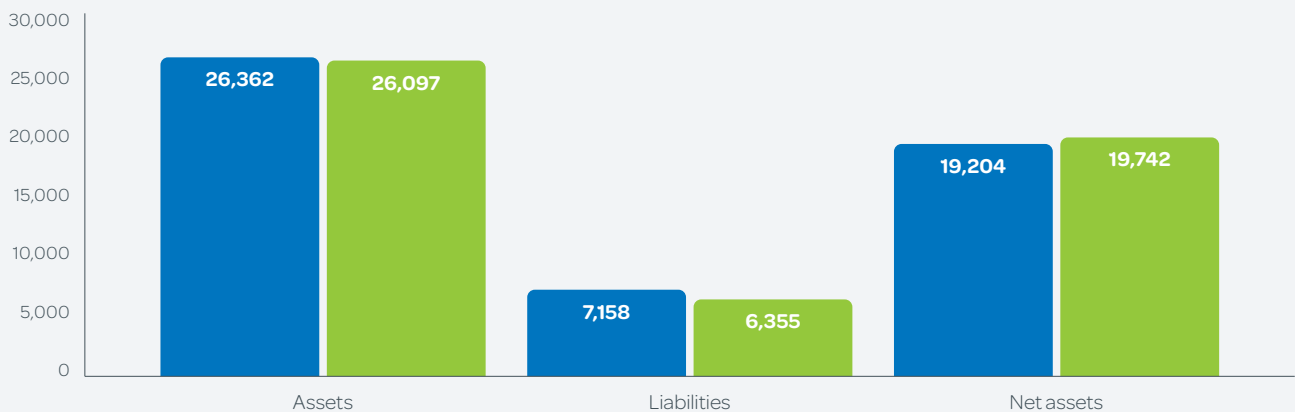


**Breakdown of expenses categories**  
2023



**Abbreviated statement of financial position as at 30th June 2023 – assets and liabilities**  
(\$'000)

■ 2022  
■ 2023



# Finance and Strategy Report

*It is evident that the 2022-23 fiscal year has brought forth considerable obstacles for the organisation, resulting in a considerable financial loss for the first time in several years.*

These challenges include both one-time and ongoing impacts that have forced our teams to adapt and respond while maintaining focus on achieving our strategic goals and fulfilling our purpose.

While it has been a challenging year, it's important and positive to note that it has also been a year of continued growth and opportunity with expansion coming through acquisition, successful tenders, new services and continuing to work with our valued partners to create more employment and support opportunities for those members of our communities experiencing hardships or disadvantage.

Some key highlights throughout the year included:

- The **acquisition of Accuro Homecare** during the first half of the year not only expanded Outlook's footprint into NSW but importantly added in-home care to our range of NDIS services. The two businesses have demonstrated passion, commitment, and leadership over the course of the year as we have come together over a transitional period and it's great to see the two businesses continuing to become one. A big call out to all teams for their support, commitment, and endless energy in bringing Accuro and Outlook together;
- Our **expansion into Queensland continued** with the commencement of our second management contract in the state – Banana Shire Council;

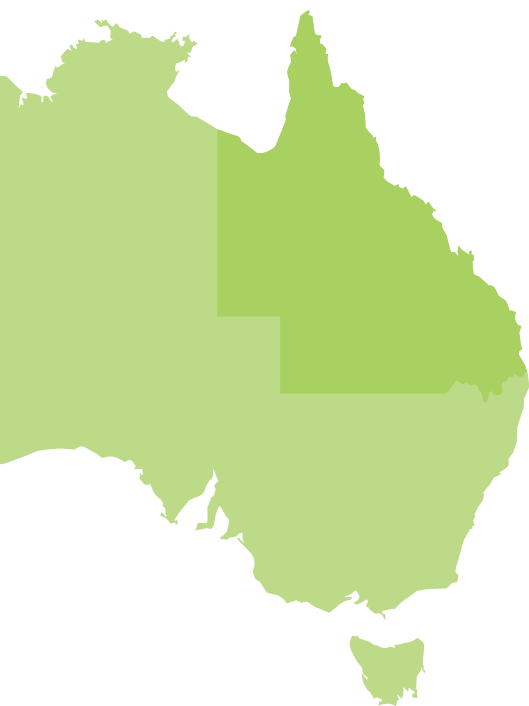


- Our **Jobs Victoria Employment Services (JVES)** team ended the year – and our contract – on a strong note delivering on our job placement and continued employment outcome targets; and
- A successful **rollout of the Employment Hero payroll system.**

From a Finance perspective, the year has had a heavy focus on business partnering and supporting our operating teams with financial, analytical, and general advice. It has been great to see that as the organisation has continued to both expand and work through various challenges the Finance & Strategy Team has continued to provide the essential back-office services in a positive and professional manner at all times.

In relation to the financial result for the year, we note several non-recurring impacts below, including some positive investments and initiatives that will contribute positively in future years:

- **Transaction costs** related to the acquisition of Accuro Homecare, establishment costs related to the new Banana Shire QLD Transfer Station contract and early investment costs in relation to the upcoming Victorian Container Deposit Scheme;
- **CRM consolidation costs** to bring our two Disability Services businesses onto the same operating platform;
- **Site relocation costs** across our Community Services division;
- **Bad debt provisions** related to outstanding debts from Darebin Council from 2021-22, including related legal fees; and
- **Increased waste processing costs** as a result of operational impacts over the year.







*While it has been a challenging year, it's important and positive to note that it has also been a year of continued growth and opportunity.*

With a view to the year ahead we look forward to delivering on new partnership opportunities in both Victoria and Queensland as well as seeing our involvement in the upcoming Victorian Container Deposit Scheme create new job opportunities and expand on the services and skill sets that Outlook brings to its customers and communities.

Our team is committed to enhancing our systems, effectively managing and utilising our data to aid decision-making, and prioritising our stakeholders by providing them with assistance and services. I want to express my gratitude to the Finance & Strategy Team for their hard work, valuable contributions, and unwavering support as we pursue our strategic objectives and mission.

**Adam Jaworski**  
Executive General Manager –  
Finance & Strategy



*Outlook's operations in Queensland continue to expand, as we secure management contracts with both Banana Shire Council and Livingstone Shire Council (above and left)*

# Commercial Services

**Outlook Australia operates the largest waste management social enterprise in Australia focused on creating meaningful and sustainable employment opportunities for people with disabilities and people that face barriers to employment.**

The Commercial Division offers a range of services, including Post Collection Services which manages and operates 12 waste transfer stations and five recycled goods shops in metropolitan Melbourne and regional Queensland. Additionally, Collection Services provides commercial and residential waste transport services, including contract services to a variety of tier 1 clients and large infrastructure projects throughout Melbourne.

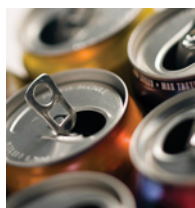
The Commercial Division faced significant challenges during 2022-23 due to increased costs, which had a negative impact on this year's results. The high inflationary environment made it difficult to manage, as all areas experienced significant increases. The most notable increases were seen in transport, disposal, and labor costs.

Although our Darebin service ended in 2021-2022 after 17 years, it is worth noting that Outlook remained committed to sustainable growth aligned with our purpose during 2023.

In addition to our Regional Queensland contract with Livingstone Council, we were successful during the year in securing a new contract with the Banana Shire Council and are happy to advise we will be commencing a further contract in Central Highlands in October 2023.

Our Infrastructure projects business has continued to grow thanks to the ongoing support of some of our

key customers and valued partners including the John Holland Group, Lend Lease, McConnell Dowell, Symbal Group, ICN and Haulaway. These ongoing contracts and partnerships continue to enable sustainable job creation opportunities through our provision of waste management services across many of Victoria's major infrastructure projects.

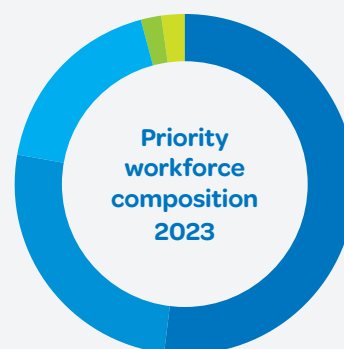


And lastly we can share that we are currently commissioning two collection depots as part of the Victorian Government's Container Deposit Scheme that will be open to the public from the 1st November 2023. This is a significant step

for both a greener and cleaner Victoria and even more inclusive employment opportunities for the staff that will join us in delivering this exciting initiative to Victoria's communities.

Across our commercial operations we continue to strive for strong audit compliance and performance in waste recovery that meet our contractual diversion obligations. In ensuring our commercial operations are closely aligned with our purpose a key measure is the percentage of people employed by a priority jobseeker group.

In 2023 we saw a slight decline in our priority workforce profile following the completion of our Darebin contract, moving from 70% in 2022 to 67% at the end of 2023.



- 30% living with a disability
- 26% mature age
- 11% youth and domestic violence background
- 3% long-term unemployed
- 1% CALD, refugee and immigrant

The team remains hardworking, and committed to improving performance and strengthening its contribution to the overall purpose of the organisation.

**Matthew Whelan**  
Executive General Manager – Commercial Services



*Our Commercial Division has continued to grow thanks to the ongoing support of some of our key customers and valued partners.*

Thanks to the Commercial Services Team and our contract partners and contractors for their contribution to the many achievements made in 2022/23.



# Community Services



*Over the past year, Outlook's Disability Service, Community Centre and Employment Service – along with Accuro Home and Community Services (our latest service in NSW) – have collaborated closely, combining resources, expertise and knowledge to improve service delivery and fulfill our purpose.*



*I can do things  
you cannot, you can  
do things I cannot.  
But together, we can  
do great things.*

*Mother Teresa*

# Employment Services

**Outlook's Employment Service Division has seen some big changes over the past year with two of our servicing offices moving to Outlook's new service hubs in Pakenham and Berwick.**

These new sites are both in prime locations and easily accessible to all our disability participants. This will allow us to work closely with Outlook's Disability Support team and assisting work ready participants into paid and sustainable employment. We look forward to working with our Disability Support clients as well as our current participants and are excited in meeting new participants in the future.

With the announcement of the 2023 Budget from our State Government early this year, we sadly said goodbye to our Jobs Victoria Contract. This program saw Outlook Employment Services Support 400 Job Seekers in looking for work or study opportunities, with 125 securing employment and 60 going on to sustainable employment opportunities. Our Disability Employment Sector is currently supporting 152 participants with a third of these in sustainable employment.

Our main goal for 2023/24 is to assist participants in finding paid employment and accessing education and training opportunities to improve their skills and knowledge. The Employment Service Division is working with various education providers to help our participants learn new skills, increase their chances of getting a job, and approach employment with confidence. Moreover, Disability Employment Services will continue to utilise Outlook's 'hub' by taking advantage of the Community Centre's courses and offering more products and services to the community. We will also establish and strengthen relationships with past, present, and



Outlook's new service hub in Berwick

future employers to increase job opportunities. Additionally, we will work closely with local government and community organisations to expand our network and offer more services to our participants that they may not have been aware of.

The Employment Service Division also plans to continue to strengthen the internal relationship with the Environmental Division of Outlook by continuing to provide support to current employed participants at our Hampton Park and Mornington sites and continue to provide staffing solutions when required. We currently have six Supported Employment Participants across both sites. These participants are provided with support to carry out daily tasks within their roles.

Outlook has recently announced its operational contract with the Container Deposit Scheme in Victoria. This opens new collaboration opportunities between Outlook Employment and Outlook

Environmental to offer more employment outcomes through the program. Both divisions are already collaborating to fulfill their obligations and establish strong relationships and connections across the organisation.

Our School Leaver Employment Supports program continues and will work in conjunction with Disability Support, to offer school leavers support, training, and employment opportunities for those who qualify for NDIS funding. Our aim is to continue to work with local schools and help prepare school leavers with opportunities by getting them work-ready.

The team has introduced new Employment Consultants who bring vision, excitement, and real commitment to delivering exceptional service to our participants. We look forward to what the rest of the year brings going into 2024. Thank you to our participants and their families, employers, and external services for their ongoing support. We look forward to continuing to provide excellent service in the future.

**Lorrie Mayo**  
Acting Manager –  
Employment Services

# Disability Services

***Over the past year, Disability Services has concentrated on reviewing and revitalizing the quality of our practices and services. We are fully committed to ensuring that individuals with disabilities have equal opportunities to live the life they desire. Our dedication to this cause has not wavered.***

During the first six months of the financial year, Disability Services faced challenges due to the ongoing effects of COVID-19. Workforce shortages and staff illnesses caused disruptions in the day-to-day service operations. However, the organisation has now returned to full staff capacity. Throughout this period, Outlook took measures to ensure that staff shortages were covered by qualified agency staff whenever possible.

The organisation also reintroduced student and volunteer placements, which in some cases led to employment opportunities with

Outlook. To support staff learning and development, Outlook introduced individualised learning plans for each staff member. This included providing access to over 50 different formalised learning modules. Our team reviewed service quality and effectiveness, conducting staff and customer surveys for feedback on continuous improvement.

We restructured the Leadership Team to create a cohesive and effective management process for Disability Services, including the new position of Practice Coach, with a focus on service quality and safeguarding.



We have launched a new Recreation and Leisure Service that operates on weekends, after hours on weekdays, and public holidays in response to customer demand. This

service has been highly sought-after. During the latter half of the year, we implemented Alayacare, a new system that manages customer information and records for service provision. It is also available as a mobile phone app, allowing staff to access customer information quickly and easily while on the job.

Outlook Disability Services in Victoria and NSW undertook a mid-term audit and we were very pleased to achieve a positive result with no non-conformance. Overall comments from customers were positive and rated the service 8-9/10. The audit findings confirmed we met the NDIS Practice Standards. Disability Services will continue to commit to continuous improvement in quality, safe and responsive service delivery.

Responding to customer feedback, we undertook a review of our Pathways to Employment program and have commenced improvements in model design and communication. Partnering



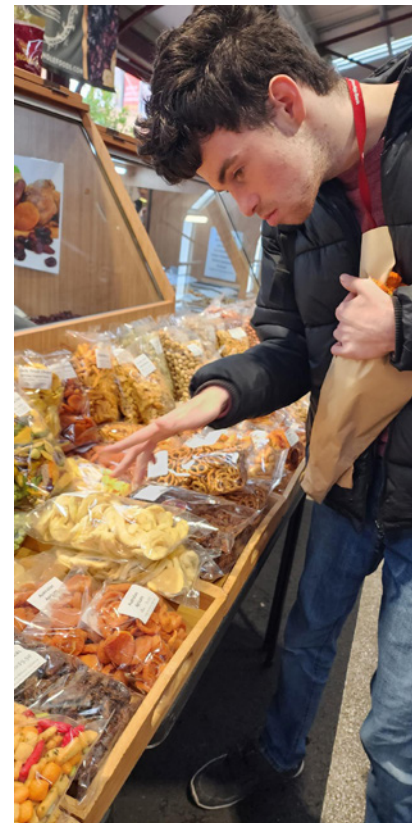


with Outlook’s Employment service will ensure a smooth transition for those ready for employment and new systems will improve progress records and communication. We currently support 21 active employment placements for NDIS funded customers and 7 people have achieved paid employment over the last 12 months.

A new site was opened last year in Station St, Moorabbin and over the last 6 months we have worked to secure new sites at Enterprise Avenue, Berwick and Main Street, Pakenham. Both sites are in the Business and Community Precinct, fully accessible venues with open space and training rooms, located within a short walk to public transport trains and buses. The sites operate as a ‘Hub’ model with customers able to access a range of Outlook services, including Disability Services, Disability Employment and Community Centre tutored classes.

The Disability Services Team are excited about what the future holds for this service and our customers. We would like to take this opportunity to thank the many stakeholders; staff, customers, families, employers, volunteers and more that make a valued contribution to the delivery and achievement of great outcomes, big and small for the people we support.

**Anne McCormick**  
General Manager – Disability Services



*The Disability Services Team are excited about what the future holds for this service and our customers.*

# Community Centre

*The purpose of community development is to bring people together to work towards a common goal, improving the quality of life in their communities.*

Outlook Community Centre provides opportunities for people in the community to develop lifelong learning and skills and to build their personal empowerment and growth in a friendly, inclusive, and supportive environment. The Centre is best known for the 60 different programs and activities that it facilitates each term and for the room hire that it offers to the community. Because of these, we have achieved the following over the twelve months to June 2023.



## The venue

The front door has opened **65,000** times to welcome people to the Centre. The venue is used for **90** hours each week over seven days and nights.



## Programs

**240** programs and **1,900** individual sessions have taken place over the year.



## Room hire

Each month the Centre is used by over **20** different community groups, generating more than **600** hours of room hire.







### Support groups

The Centre hosts eleven support groups, including men's discussion groups, friendship groups, Forget Me Not Café and walking groups. These give people the opportunity to share experiences and gain valuable insight about how others deal with similar situations. These groups can ease feelings of isolation with members providing support to each other. Good support networks are vital in maintaining mental health and wellbeing.

### Community celebrations

Being part of a community can have a positive effect on mental health and emotional wellbeing. Community involvement provides a sense of belonging and social connectedness. It can also offer extra meaning and purpose to everyday life.

Every weekend in the Centre there are community celebrations, whether it be a birthday party, engagement, wedding, fundraiser, or cultural celebration. In addition there are eight different churches or prayer groups. It is wonderful to see such a diverse mix of the community at the Centre highlighting the wonderful diversity that makes up our local community.

### Volunteering

Volunteers are the heart and soul of a community, giving selflessly to make a positive impact.

Outlook Community Centre is fortunate in having an amazing team of volunteers who contribute to the success of the Centre. Currently we have eight office volunteers (60 hours per week) and twelve volunteer tutors (over 25 hours per week).

Volunteering has a positive impact on the community, the individual and the organisation. It encourages community members from all backgrounds to form connections, strengthening community networks and improving community life.

Volunteering allows people to gain work experience, learn new skills and form friendships. Volunteers share their skills and experiences and enjoy giving something back to their community. A community cannot exist without volunteers.

### Local employment and study

The Centre allows people to study within their community, with registered training organisations providing accredited training to improve employment opportunities and other professional development opportunities. The Centre also offers local employment to a variety of tutors (from health and wellbeing to personal development, computer, and professional facilitators).

We are proud to be able to offer our local community many opportunities to connect with each other, form networks, reduce isolation and increase mental and physical health and wellbeing. We provide opportunities for them to learn and play in their own community. Therefore, whilst we are well known for our programs and room hire, we are much more than that.

#### Alison Ryan

Community Centre Manager



*We are proud to be able to offer our local community many opportunities to connect with each other, form networks, reduce isolation and increase mental and physical health and wellbeing.*

# Corporate Services

**Corporate Services supports the organisation through the provision of services across risk management and legislative compliance, quality framework, learning and development, Human Resources, IT (Information Technology), WHS (Work Health and Safety), RTW (Return to Work), marketing and volunteering.**



The acquisition of Accuro Homecare in October 2022, brought three new team members to Corporate – Glen Mills (IT Manager), Lisa Harris (People, Safety & Culture Manager, Accuro) and Kylie Stewart (Recruitment & Talent Development Officer, Accuro). Lisa and Kylie provide support to the Accuro team and Glen's role has expanded to provide IT support across the organisation in conjunction with our Managed Service Provider.

In early 2023, an Employee Assistance program was introduced through an external partner to provide staff with confidential counselling and coaching services. This program offers a higher level of support for personal and workplace issues, in addition to the traditional counselling services already available. Furthermore, a Wellbeing Coaching service offers proactive and preventative solutions, including financial coaching, nutritional and diet support, legal advice, and Indigenous Cultural Assistance & Response.



We also welcomed Julie Walton into the role of Volunteer Coordinator. Julie will reinvigorate the Volunteering program, working across the organisation to identify volunteering opportunities within the business, engage volunteers and provide overall management of Volunteers, ensuring they enjoy a rewarding experience with Outlook.

Outlook has achieved the *Right Fit for Risk* (RFFR) certification as mandated by the Department of Employment and Workplace Relations. In order to securely collect, store, and manage sensitive information, the Department necessitates all contracted Providers and external IT system vendors to meet specific IT security requirements while interacting with the Department's IT systems. The Department's RFFR Accreditation indicates that a Provider or external IT system has fulfilled these requirements.

Since the acquisition, several activities have taken place to merge the two organisations. This includes combining policies, procedures, and processes to benefit from the best practices of both organisations. We have also shifted to Accuro's Customer Management System, which offers advanced features for managing customer services and billing. Accuro has been rebranded to align with Outlook, while keeping its local identity in NSW.





Implementation of the Occupational Health and Safety Amendment (Psychological Health) Regulations (April 2023) which require employers, so far as is reasonably practicable, to identify psychosocial hazards, occurred through:

- Consultation and training for managers regarding the impacts of the new regulations, including information as to what they are and the implications for managers and the workplace; and
- A plan to manage risks, identifying the psychosocial hazards in the workplace, such as job demands, behaviours, systems of work, etc.

Outlook has taken note of the Federal Government's new flexible work arrangement (FWAs) reforms, which took effect on June 6th, 2023. The changes involve three main areas, including: broadening the criteria for employees to request a flexible working arrangement, updating the procedures for requesting such an arrangement from an employer, and requiring employers who deny a request to provide a detailed explanation for their decision.

Outlook, once again, successfully achieved compliance through maintenance of certification for ISO 9001 and ISO 14001 and transitioned to the worldwide standard for Work Health and Safety management, ISO45001. Also achieved were ongoing certification in National Standards for Disability Services and the NDIS Quality and Safety Standards.

**Debbie Barnard**  
Executive General Manager –  
Corporate Services



*Outlook, once again, successfully achieved compliance through maintenance of certification for ISO 9001 and ISO 14001 and transitioned to the worldwide standard for Work Health and Safety management, ISO45001.*

# Outlook Acquires Accuro Homecare

**On October 3rd 2022 Accuro Homecare became part of the Outlook group. We have been overjoyed by how welcoming and supportive the team has been as we work towards amalgamating into one.**

There have been many challenges for the Accuro team this year, as we have embarked on a journey of change and continuous improvement.

A business acquisition presents a distinctive set of challenges, which have been further complicated by significant changes in the SCHADS Award, workforce disruption due to the elimination of IFA (Individual Flexibility Arrangements), the implementation of a new CRM system, and the departure of key leadership members during the 22/23 fiscal year. However, growth is often accompanied by change and challenges. Witnessing the growth of individuals, the team as a whole, and our processes and procedures has been immensely rewarding. Our exceptional NDIS audit results, positive feedback from staff and clients, and our unwavering commitment to financial stability through efficient rostering processes all attest to this growth.

We have committed to achieving Outlook's strategic goal of 'Growth for Purpose' through this change, not just focusing on our reset and integration into the Outlook group. We have explored expanding our Service Delivery options by providing high-level training and support in medication management, enabling us to offer this as an additional service to our valued clients. This has given us a strong strategic position in the market, as we are one of the few providers offering 1-hour med check services, giving clients more choices and better funding management for their plans. Homecare NSW is also working on

expanding our reach and impact in Behavior Management, as this is one of the fastest-growing pathways in the NDIS. Our Practice Team is working hard to strengthen our external networking relationships to better understand market needs and gaps, so that we can grow with purpose and better support our communities.

Our company's focus on people and our embedded culture has had a positive impact on our recruitment and retention efforts for both our staff and customers. We have even had former employees return to our organisation, proving that we are an employer of choice. Despite recruitment challenges in our industry, we have continued to grow and provide quality services to vulnerable people in our communities. We prioritise investing in our staff, offering opportunities for growth and learning such as Mental Health First Aid, Diploma of Leadership and Management, Diploma of Community Services, Enteral Feeding Training,

Medication Management Training, and Coordinator of Supports coaching. These investments not only satisfy our employees' desires for professional development but also ensure the sustainability of quality services for our communities in need.

As we look forward to the 23/24 FY, we are extremely excited with the possibilities that we could achieve as an individual business unit and organisation as a whole.

As I sign off, I would like to say a massive thank you to the Outlook team for their kind welcome and support, you truly have been wonderful. Finally, thank you to everyone at Accuro Homecare for their hard work, dedication, and commitment to providing quality services to those in need – you are all nothing short of legends!

**Jarrold Blackman**  
General Manager, Homecare Services



L-R (back) Jessica Clarke, Taryn Calthorpe, Lisa Harriss, Anthony Radnidge, Hazel McCann (front) Zoe Luscombe, Kylie Stewart, Jazmin Norley, Carleigh Dunn and Natalie Leishmann

# Victoria's Container Deposit Scheme

**Victoria's Container Deposit Scheme (CDS Vic) is set to commence on November 1st 2023, heralding a significant stride in the transformation of Victoria's waste and recycling ecosystem.**



Outlook is also pleased to be partnering with the CDS Network Operators to provide **cleaning and maintenance services** to parts of the reverse vending machine networks that will be located throughout Victoria. These new partnerships are an exciting extension to the CDS for Outlook as it is helping to create not only further job opportunities but expands the range of jobs, skill sets and experiences Outlook is able to offer to its staff as we continue to grow and achieve our purpose.

Our involvement and commitment to both exciting new areas underscores Outlook's dedication to enhancing the efficacy and accessibility of the Container Deposit Scheme across the state and it's exciting to be working with some great organisations such as Cleanaway and VISY that truly believe and support these outcomes!

Outlook is proud to be playing a crucial role in Victoria's Container Deposit Scheme, contributing to a greener, more sustainable future for our community while simultaneously creating avenues for growth and employment.

This initiative promises Victorians a 10-cent refund for each eligible can, carton, and bottle they return, underlining its pivotal role in fostering sustainability. While primarily focused on Environmental outcomes the CDS also brings new employment opportunities to Victorians, and in particular new opportunities for Social Enterprises and their employees.

Outlook is excited to be involved with the CDS given its natural fit with our existing operations and its ability to create a fantastic number of new employment opportunities for those in our community experiencing disadvantage and challenges getting into the workforce.

As we get closer to the start of the CDS Outlook is primed to play a pivotal role across two key domains:

Our **Container Collection Centers in Bayswater and Ravenhall** are set to become instrumental hubs for the local community and commercial enterprises alike. These centres will facilitate the collection and sorting of containers and the redemption of refunds to the community, its businesses, and organisations. While great for individuals, the CDS also creates a limitless opportunity for local sporting clubs and charitable organisations to bolster their finances while championing sustainable practices – and Outlook is thrilled to increase its involvement in supporting other community organisations.



*Outlook is proud to be playing a crucial role in Victoria's Container Deposit Scheme.*

# Our Locations



*Outlook continues to expand throughout Australia, with the addition of Accuro Homecare in New South Wales to our portfolio of existing operations in Queensland and Victoria.*

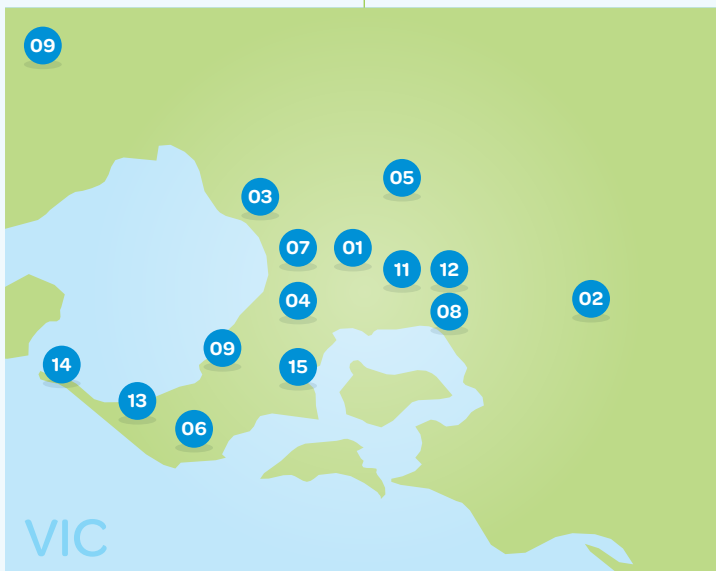
## New South Wales

- 01**  
Accuro Homecare



## Queensland

- 01**  
Biloela
- 02**  
Byfield
- 03**  
Cawarral
- 04**  
The Caves
- 05**  
Emu Park
- 06**  
Marlborough
- 07**  
Yeppoon



## Victoria

- 01**  
Berwick
- 02**  
Bunyip
- 03**  
Cheltenham
- 04**  
Cranbourne
- 05**  
Emerald
- 06**  
Flinders
- 07**  
Hampton Park
- 08**  
Koo Wee Rup
- 09**  
Mornington
- 10**  
Melton
- 11**  
Officer
- 12**  
Pakenham
- 13**  
Rye
- 14**  
Sorrento
- 15**  
Tyabb

**Outlook (Aust.) Ltd**

ABN 84 168 589 417  
ACN 628 283 536

Head Office  
24 Toomuc Valley Road  
Pakenham VIC 3810

P 03 5941 1535  
F 03 5940 1063  
E [outlook@outlookaust.org.au](mailto:outlook@outlookaust.org.au)

[outlookaust.org.au](http://outlookaust.org.au)



**Outlook**<sup>®</sup>  
an inclusive society for all



Registered NDIS Provider