Outlook AGM Report 2018

Providing services that support people to realise their goals

Outlook
an inclusive society for all

President and CEO report

The last 12 months have been a period of rapid growth and evolution within Outlook as we continue to shape the organisation to best support people with disability to work, live and play in their communities.

In particular our main focus this year has been ensuring our participants and staff are ready for the many opportunities that are available through the National Disability Insurance Scheme (NDIS), due to roll out from 1 September 2018 in our region. While the NDIS rollout across Australia has been fraught with implementation challenges, Outlook has advocated strongly for solutions to these challenges, while supporting the overall vision of the scheme. Further, while we are encouraged by improvements that have been delivered under the scheme, we are well aware that substantial improvements are still required.

A number of achievements have been realised across the broader organisation, in the last 12 months, some of which are described below.

New Strategic Plan

In January 2018, the Board of Management approved a new 3-year strategic plan for the period 2018-2020, built on the vision of 'an inclusive society for all'. In formulating our new Strategic Plan, Outlook consulted widely with a range of key stakeholders including participants, families/carers, our peers, Government and commercial partners. The end product we believe reflects the collective voice of all our stakeholders and represents a robust and actionable roadmap for growth and impact.

At the core of our plan is recognition that we exist because:

- All people have the right to participate in all parts of society and should be provided with that opportunity.
- Communities are stronger when they are inclusive and connected.
- People with disability and their families/carers want an ally in facilitating a more inclusive community.
- Providing opportunities through social enterprise increases inclusion in a sustainable way.

Outlook's commitment is to people having choice and enabling people with a disability to have the same rights and opportunities as other members of the community, which we will seek to achieve through the following objectives:

1. **Diversify for impact** by creating services in response to the needs of the community,
2. **Become resilient** by growing a sustainable business,
3. **Deliver with purpose** by providing quality services that measurably create social impact, and
4. **Be a destination of choice** for service users, employees, volunteers and partners.

We look forward to reporting on Outlook's progress towards achieving this plan in future years. The Strategic Plan (2018-2020) can be viewed at **outlookvic.org.au/media**

Tony Fitzgerald Enterprise Park, Officer

In November 2016, Outlook officially opened the Tony Fitzgerald Enterprise Park, located at Hickson Road, Officer. The 8 acre site acquired in mid-2016 is home to Outlook's new E-Waste Processing Facility which was constructed with the assistance of a $500,000 grant from Sustainability Victoria and is named in honour of our former CEO Tony Fitzgerald.

The opening, officiated by The Honourable Lily D'Ambrosio, Minister for Energy, Environment and Climate Change and the CEO of Sustainability Victoria Stan Krpan welcomed guests from Cardinia Shire Council, community organisations and the waste management sector who interacted with our talented staff on site. The facility is now well placed to benefit from the Victorian State Government's proposed ban on e-waste to landfill which is due to commence from 1 July 2019.

New Steps to Employment Office in Cheltenham

Outlook has continued to grow and develop its successful Steps to Employment Program, through the opening of a new site located on Chesterville Road, Cheltenham. Steps to Employment is a service for young people with disability designed to prepare them for employment as well as enhancing their living skills and social and community participation.

The program has delivered strong outcomes for participants including open employment, further study and training, supported employment opportunities as well as social and community connections.

Cover: Ashlin from Steps to Employment gains working skills at a cattery.

'None of the services and supports provided would be possible, without the incredible dedication of our staff and volunteers.'

Growth in Our Social Enterprise

Outlook's Social Enterprise, Outlook Environmental is an important means through which we are able to achieve our vision and mission by creating long-term sustainable employment opportunities for people of all abilities. Outlook Environmental, which specialises in the provision of waste management services, e-waste processing and labour hire services to local councils and commercial customers, experienced strong growth this year as a result of securing a number of Victorian infrastructure contracts for projects such as the Level Crossing Removal program, Mernda Rail Extension and Metro Tunnel Project. These and other projects will result in the establishment of new sites across Melbourne and importantly, new employment opportunities for people with disability. Outlook Environmental is one of the largest social enterprises in Victoria and one of the largest waste management social enterprises in Australia.

Securing a further 5 year Disability Employment Services Grant

Outlook was successful in securing a further 5-year grant from the Commonwealth Department of Social Services to deliver Disability Employment Services in the Monash Employment Service Area. The grant is recognition of Outlook's mission-driven approach that supports job seekers, while delivering genuine and sustainable employment outcomes for hundreds of candidates each year. The grant also recognises Outlook's strong performance in a sector that is increasingly populated by privately owned businesses and has seen the exit of many not-for-profit providers.

Community Centre Growth

Outlook's Community Centre has continued to grow under its strong and experienced leadership. Providing an important meeting point for skills development, social connection and events, the Community Centre delivers a vital service to a rapidly growing community, in a setting that welcomes people of all abilities. During the last 12 months, the Community Centre had just over 52,000 visits, a tremendous achievement and validation of the inclusive model that underpins it.

Governance

We have continued to enhance our governance processes through the introduction of a new Board sub-committee structure comprising: (i) a combined Finance & Risk Management Sub-Committee (Chaired by Treasurer, Derek Madden), (ii) a People & Governance Sub-Committee (Chaired by Fran Boyd) and (iii) a Strategic Planning Sub-Committee (Chaired by Vice President, Kimberley Flanagan). This structure provides enhanced oversight of the organisation from a strategic and governance perspective and provides the opportunity for issues to be explored in a more rigorous and considered way. This structure is made possible through the dedication of a group of skilled and experienced volunteers in the form of our Board of Management. We extend our sincere thanks and appreciation to all our Board Members.

Our People

Our participants are at the centre of everything we do and are the reason for our existence. None of the services and supports provided would be possible, without the incredible dedication of our 200+ staff and 80+ volunteers who express our mission in everything we collectively do.

Outlook has a strong and thriving culture that expresses itself from our front line staff through to our Board of Management and we are both humbled and incredibly proud to be a part of this wonderful organisation.

Thank you to all for a wonderful year and we look forward with excitement to the year ahead.

Edwin Hume
President

Sam Sondhi
CEO

Selected highlights

White Ribbon

Outlook has been very active in the promotion of White Ribbon, hosting events, such as Cheese for Change, and working in collaboration with Cardinia Shire as part of their 'Together we can' program. Michael Wright, from the Corporate team, became a White Ribbon Ambassador and has been very active in ensuring events are successful and the message is communicated effectively, with a particular focus on women with disability. Michael created an animated video that highlights the prevalence of family violence for women with disability and an easy-read training and communications booklet. This has been shared across the Ambassador team.

Outlook partnered with Cardinia Shire Council to host a 'White Ribbon Night' luncheon, in July, where Michael was awarded the inaugural Garry McQuillan and Tony Fitzgerald Award for 2018 in recognition of his continued efforts in raising awareness and preventing men's violence against women.

Outlook also hosted a combined White Ribbon/International Women's Day event where members of the public were invited to hear from some inspirational women, share their stories and enjoy some afternoon tea.

RUOK? Day

Outlook celebrated RUOK? Day with each site holding an event, including a toolbox, to raise awareness of the impact that asking the question 'RUOK?' can have on suicide prevention.

Suicide prevention is an enormously complex and sensitive challenge and is thought to have three contributing factors; the person thinks they are a burden on others; they can withstand a high degree of pain and they do not feel connected to others.

It is the importance of feeling connected in the prevention of suicide that RUOK? day focusses on with the aim of encouraging everyday conversations started by simply asking someone who is struggling 'R U OK?'.

Social Traders Award

Outlook was excited to receive the Social Enterprise Business Model Innovation Award from Social Traders Australia. Social Traders Australia is an organisation that brokers relationships between social enterprises and business and government buyers to help address some of society's most pressing social needs.

As a certified social enterprise, Outlook Environmental provides opportunities, direct employment and support for people with disabilities. We work with customers to deliver commercial, environmental and social outcomes through the diversion of waste from landfill. Around half of Outlook Environmental staff have a disability or come from a disadvantaged background and for every 150 tonnes of recyclable materials collected, one job is created within the organisation.

Above left: White Ribbon Ambassador, Michael Wright (middle), with other new Ambassadors at the swearing in ceremony.

Above middle: Some of the team at our Darebin site recognising RUOK? Day.

Above: Anne McCormick (DCEO), Ross Cheesewright (GM Commercial), Paul Stevens (Environmental Operations Manager) and Sam Sondhi (CEO), attended the Social Traders conference to accept the award on behalf of Outlook.

Grants and donations

Outlook extends its sincere thanks for the generous contributions it received during the year from the following organisations.

Grants

- **Casey Cardinia Foundation Grant** to work in partnership with Officer Special School to support young people prepare for part-time employment while at school.
- **Department of Economic Development, Jobs, Transport and Resources Grant** to explore market development and growth opportunities for social enterprise.
- **Cardinia Shire Health & Wellbeing Grant** to assist the Community Centre to provide internet access to members of the public.
- **Sustainability Victoria Grant** to build the eWaste facility at the Officer site.
- **Summer Kickoff Grant** to hold a 'fun activities' night for local youth, in partnership with the City of Casey.
- **Volunteer Video Grant** to produce an animated video for new volunteers in Disability Services to provide more information on their role.

Donations

- **Pakenham Opportunity Shop**
- **Berwick Opportunity Shop**
- **Duffy & Simon**
- **Garry White Foundation**
- **Cardinia Crafters**

Treasurer's report

Outlook experienced an excellent financial year for 2017/18 recording an impressive surplus of $1,317,581 before the revaluation of land. This result was assisted by a $300,000 capital grant which is counted as income. Outlook also received grants totalling $64,535 which has been offset in expenses.

Therefore, our regular trading result was actually a surplus of $1,017,581. The result after the revaluation Land and Buildings is $5,684,784.

This was a significant improvement on the 2016/17 comparable trading surplus of $205,717.

Our accounts show operating revenue (excluding the special grants) was $13,988,293 – up by almost $1,443,221 or 11.4% on the previous year.

This increase in revenue was largely influenced by the results of Outlook Environmental which reported an increase in revenue of $747,247 on the 16/17 result. Expenses increased by only 5.6% to $13,035,247.

The breakdown of revenue for 2017/18 shows that Outlook Environmental remains our largest revenue stream (59%), followed by government funding (35%). The break-down of expense categories for the year shows that labour remained our main cost category, at 60.5% of all annual expenses (compared to 61% last year).

Our increased surplus this year was a result of several factors with the performance of Outlook Environmental adding an addition $747,247 to the revenue and government funding providing an extra $488,244 to the revenue for 2017/18. As a result of tightly controlled expenses, growing only 5.6% and with revenue growth of 11.4% the overall result for Outlook was highly favourable when compared with previous years.

The summary of Outlook's Statement of Financial Position (or Balance Sheet) as at 30 June 2018 shows assets rose from $11.40 million to $17.24 million, while overall net assets stood at $14.57 million, up from $8.88 million. The net result of these asset movements was that cash and financial assets increased from $1.58 million at the start of the year, to $3.28 million by June 30th.

The 2018 surplus and asset growth show that Outlook remains in a strong financial position.

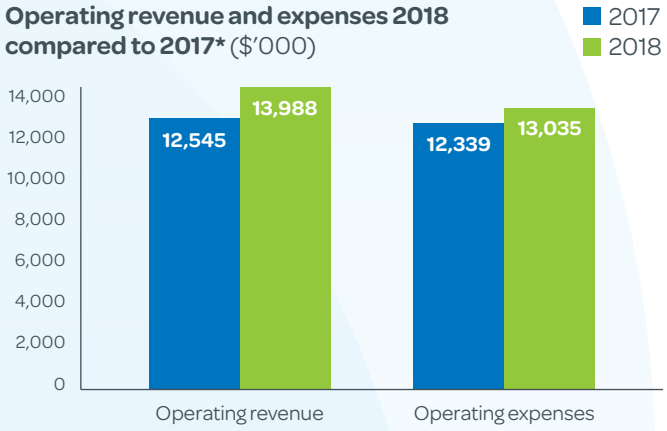
As a Board Member new to the role of Treasurer over the past year, I have developed every confidence in the Board of Management, the Senior Management Team, staff and volunteers of Outlook who will carry out the new and exciting strategic plan developed during the year.

Derek Madden
Treasurer

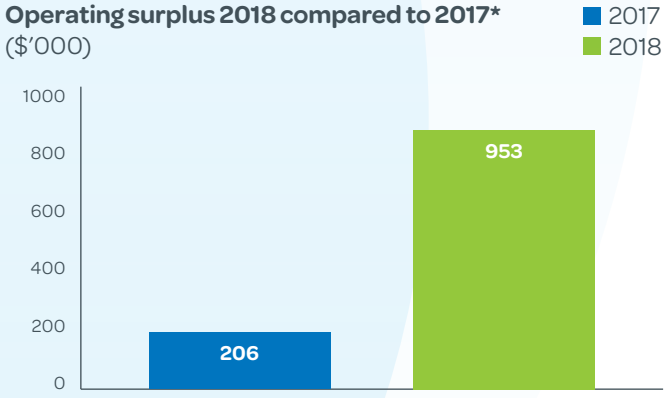
Above: Supported Employees at work.

'The 2018 surplus and asset growth show that Outlook remains in a strong financial position.'

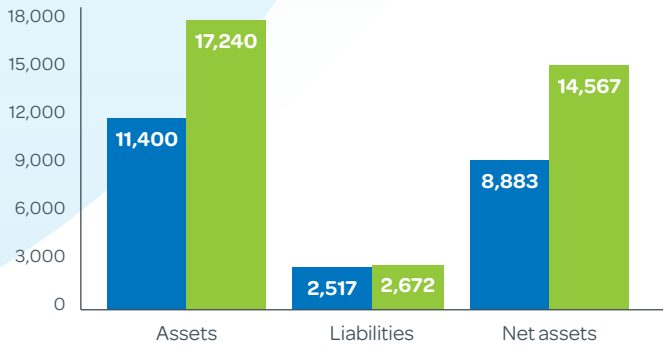
Operating revenue and expenses 2018 compared to 2017* ($'000)



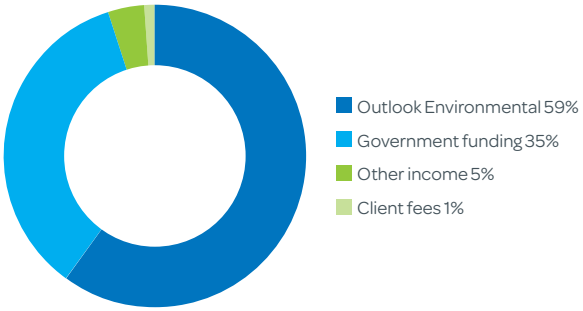
Operating surplus 2018 compared to 2017* ($'000)



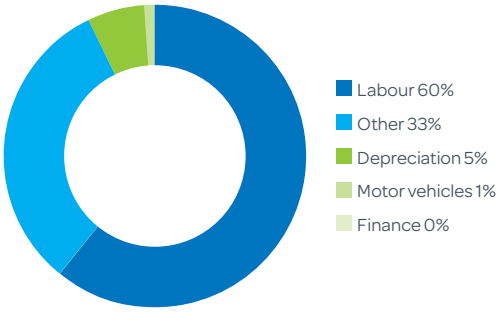
Abbreviated statement of financial position at 30th June 2018 Assets and liabilities ($'000)



Breakdown of revenue streams
2018



Breakdown of expenses categories
2018



*excluding grant income of $364,535 and grant expenses of $64,535

Outlook Environmental

Outlook Environmental has been busy over the past 12 months working on some of Victoria's biggest infrastructure construction projects including the Melbourne Metro Tunnel and multiple level crossing removals.

Below: E-waste processing.

Bottom: Outlook Nurseries located at all our recycled good stores.

Right: Sorting waste at Hampton Park.

Outlook Environmental provides employment for approximately 120 staff across four main business sites located at Darebin, Hampton Park, Mornington Peninsula and Officer. We have achieved strong outcomes socially, financially and for the environment.

Over the past 12 months Outlook staff handled over 50,000 tonnes of waste material and diverted on average 50% of this material from landfill.

Outlook Environmental maximises diversion of recyclable resources from landfill. This includes expertise in diverting items through our recycled goods shops and our E-Waste/nonferrous facilities. Many of these items cannot be recycled elsewhere. Over the past year Outlook has served an incredible 144,000 customers at our recycled goods stores.

Outlook Environmental is one of Australia's most experienced and prominent social enterprises operating in the resource recovery and waste management industry. Over the last two years Outlook Environmental has actively positioned itself as a provider of services to the Victorian infrastructure sector and secured waste contracts with the following projects and partners:

Metro Tunnel Project/Cross Yarra Partnership
John Holland, Lendlease, Bouygues

Mernda Rail Extension
John Holland

Western Program Alliance
McConnell Dowell

Northwest Program Alliance
John Holland

Southern Program Alliance
Lendlease, Acciona, Coleman Rail

Western Roads Upgrade
Broadspectrum

New opportunities have also been achieved for environmental staff through labour hire arrangements with some of our waste partners.

Eight environmental staff have been fortunate to secure work with the Cross Yarra Partnership at the Archaeological dig site on Latrobe Street in the Melbourne CBD. Being part of a team that has uncovered thousands of artefacts from over 150 years ago has provided a rewarding work opportunity for the team that includes 6 employees from Outlook's Disability Employment Service. Our partnerships with Citywide and Haulaway have created waste attendant positions at the Dynon Road transfer station and Melbourne Central Shopping Centre. Outlook will be looking to extend its involvement on similar projects in the coming year.

In response to these opportunities and in alignment with the Outlook Vision of 'An inclusive society for all' Outlook Environmental has increased its workforce by over 25% and created significant employment opportunities for people with disability and those facing disadvantage.

Many of these positions have been filled through the support of our skilled industry operators and a contingent from the Brotherhood of St Laurence 'Given the Chance' program that connects refugees and people seeking asylum with work opportunities.

‘Over the past year Outlook has served an incredible 144,000 customers at our recycled goods stores.’

Outlook Environmental is proud to employ approximately 50 employees with disability, who receive award based wages and are gaining industry work skills in an inclusive workforce.

In recognition of our achievements Outlook Environmental was awarded the ‘Social Enterprise Business Model Innovation Award’ at the Social Traders 2018 Enterprise Awards. We look forward to a successful year ahead and thank all our partners, stakeholders and customers for their continued support.

Ross Cheesewright
GM Commercial

Outlook Employment

Outlook's employment division, Outlook Employment, assists people with disability to find and maintain paid employment in the Casey Cardinia area.

Disability™ Employment Services
AN AUSTRALIAN GOVERNMENT INITIATIVE

Outlook Employment operates from offices located in Pakenham, Narre Warren and Cranbourne and over the last year has assisted over 300 people with disability with supports to secure employment.

In addition, Outlook Employment assists job seekers access appropriate education options that will help them achieve career goals. We have worked with 615 employers in the last year.

Contracts

In March 2018, Outlook Employment successfully retained its three star rating under its Federal Disability Employment Services Contract with a three star rating at each of the three sites.

In December 2017, Outlook Employment secured a new disability employment service (DES) contract that commenced on July 1, 2018 for the period up to 2023. This is a great result by the employment team in what is a very competitive market.

A big feature of the last year has been the collaborative work with other Outlook Divisions including Outlook Disability Services, Outlook Environmental and Outlook Community Centre.

Outlook Disability Services

Employment and Disability Service Divisions are successfully delivering an integrated service model where the DES and Steps to Employment programs work together to deliver the best outcomes for our participants.

In the coming year we are looking to expand this very successful model to other locations.

This has enabled us to develop a flow-through model for school leavers with disabilities. Participants are able to develop pre-employment skills through the Steps to Employment program and then, when ready, transition into the Disability Employment Program with the aim of securing paid employment in the open market. This program is growing our geographical footprint and number of participants. We look forward to a positive, ongoing relationship providing sustainable paid employment outcomes for young people.

Outlook Environmental

With rapid expansion of Outlook Environmental contracts in the CBD, we have been able to make job placements through our labour hire service. We currently have one worker who has a cleaning role at Melbourne Central, plus additional work at Outlook Hampton Park. Participants are working in the CBD on the Archaeological Digs, as part of the Melbourne Metro Tunnel prior to the start of tunnelling. The dig has uncovered artefacts from the early days of Melbourne's history including: a gold sovereign, a vast quantity of teeth (from a former dentist site) and some aboriginal relics that pre-date European settlement.

'Outlook Employment assists job seekers access appropriate education options that will help them achieve their career goals.'

Outlook Community Centre

This relationship has led to several different benefits:

- A range of educational outcomes for our participants that provide skills that enhance their employability.
- Facilitating the employment of a motivational tutor at our Outlook Employment sites. This tutor has designed and implemented a course that has assisted participants to develop positive attitudes that result in better employment prospects.

  In a number of cases, individuals are now in paid employment for the first time in decades and have achieved significant health benefits, eg. the loss of 70kg over 6 months and full time work.

Golden Opportunities Program

McDonald's Golden Opportunities Program is now in its third year. This program allows Outlook to identify and place suitable candidates within selected McDonald's stores. Candidates then receive on the job mentoring and paid employment positions at those stores.

The outcomes from this program to date have resulted in 46 paid employment roles for participants within McDonald's stores. Each of these participants has benefited enormously from McDonald's structured model and the one-to-one support provided by our job coaches within McDonald's stores.

Overall this has been a good year and securing the new DES Contract for 2018-23 has been a high point.

Going forward, the challenges of three times as many DES Providers in our region from 1st July 2018, will be significant. Participants now have a choice of provider so we need to continue to offer something that stands out from the mainstream employment services.

Outlook, across the organisation, has a suite of service offerings that make us unique in what is a crowded market for DES. Our point of difference will be central to our future success in DES.

Michael Upston
GM Employment Services

Outlook Disability Services

The National Disability Insurance Scheme (NDIS) commenced in Bayside in April 2018 and Casey, Cardinia in September 2018. Outlook has moved into the National Disability Insurance Scheme ahead of schedule and is looking forward to the roll-in being completed and having the capacity to provide participants with a broader array of service offerings. Outlook is responding to the goals of NDIS participants and now provides services over the weekend and after hours. The flexibility in the services we are able to provide under the NDIS reflects the changes in access to funding supports not previously available. The NDIS, while a complex change for all involved, is truly exciting as it provides people with increased choice and control to access more flexible supports.

Steps to Employment is specifically designed to provide individualised support, training and work readiness activities. Steps to Employment provide a realistic pathway to achieving future employment through further education training, volunteering, work trials, supported and open employment. The Steps to Employment offerings has seen substantial growth over the past twelve months with service delivery to commencing in Cheltenham in January 2018.

Steps to Independence work with individuals to obtain life skills and experiences that enhance independence. This service commenced in the Casey Cardinia Region in 2018 and will expand to include Cheltenham in 2019.

Steps to Participation continues to explore dynamic options and services looking at ways people can actively engage with their community. Outlook Steps to Participation team has continually grown its recreation and leisure offerings this year with most activities booking out well in advance. Participants work with Outlook to design the type of activities they would like to do and we then work together to make this happen.

Outlook Supported Employment offers services in Officer, Mornington, Reservior and Hampton Park. Supported Employment is integrated with the Outlook Environmental Social Enterprise with all employees working together to deliver the required outcomes. We currently have 22 supported employees and look forward to the potential expansion of this service with the expected growth within Environmental Division.

Roxanne Higgins
GM Disability Services

Below: Participants enjoying a number of activities.

Opposite: Ukulele group and Middle Eastern cooking class.

Outlook Community Centre

Outlook Community Centre welcomed over 52,000 people through its doors in the last twelve months. The Centre's strong community development model has ensured a diverse range of people have been able to embrace opportunities to connect with their community, form networks and undertake lifelong learning pathways to education and employment. In 2017-2018 the Centre offered over 230 classes ranging from self-development, health & wellbeing, professional / employment training, information technology and support groups. Each term we offer new classes in response to community demand and feedback. Local tutors are used where possible, providing employment and volunteering opportunities.

The Centre and the programs offered are accessible to all members of the community. The venue has disability access, including hoists. We work closely with other divisions of Outlook, including Outlook Disability Services and Outlook Employment to offer programs to help prepare for employment, further study, and self-development options. Our 'All Together' Choir is a wonderful example of people of all abilities working together with great outcomes.

The Centre was successful in a Department of Health & Human Services (DHHS) funding application to increase Neighbourhood House Coordination funding by 5 hours to 25 hours per week, allowing us to offer more to the local community.

The Community Centre was grateful to receive various donations throughout the year to assist us to assist the community. We would like to sincerely thank the following for their support: Duffy & Simon, Garry White Foundation and Cardinia Crafters.

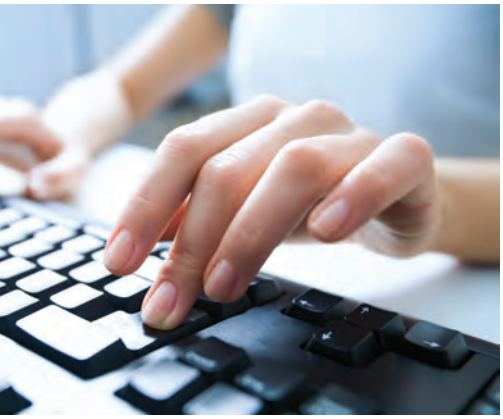
Additionally, the venue at Toomuc Valley Road Pakenham is offered for hire to a wide variety of people and organisations, being used seven days and nights a week. Eight churches met at the Centre over the year, providing a huge platform for community connectedness. Seven Registered Training Organisations provided accredited training opportunities for people in their own community. Local schools, businesses, service organisations, sporting groups and community members used the Centre for training, programs, fundraising events and celebrations. Venue hire income has increased 30% over the year, with nearly 200 room hire arrangements, 40 of these being ongoing.

2017-2018 has been a time of growth in all areas of the Centre, and this is expected to continue into 2018-2019.

Alison Ryan
Manager Community Centre

Outlook Corporate Services

Corporate Operations and Finance teams provide services to the organisation in the areas of risk, quality, learning and development, HR, IT, OHS, RTW, marketing, volunteering, Support Coordination, finance, property management, maintenance and contract management.



IT Systems

Corporate is progressing towards the development of an integrated IT system that meets the organisations varied requirements. Key aspects of the system will be the ability to support the expected growth of the organisation; ensure the safety of our remote workforce and enable them to access information and tools they need to excel in their jobs and ensure our organisational and customer data is secure. An IT Systems Security Audit and mapping of Business Process to IT solutions available on the market, will commence in Q4.

Standards Auditor

In response to a request from DHHS Outlook has taken the opportunity to change our Standards Audit provider and has engaged BSI Group to provide this service across ISO 9001, ISO 14001, AS/NZ 4801 and both federal and state Human Services standards.

BSI Group is a UK based organisation who have 80,000 clients in 150 countries; are a founding member of the International Organisation for Standardisation (ISO); have produced over 60,000 standards and are a not for profit – reinvesting profits back into their business to continue to help improve organisational performance, reduce cost, and ensure sustainability.

They have longstanding experience in the Australian Human Services Sector, working across each of the State and Federal schemes as well as undertaking and contributing to the pilot NSDS and Jobactive certification schemes. They also chaired the revision panel for the revised ISO 9001:2015 & ISO 14001:2015 standards.

Occupational Health and Safety (OHS)

A number of key staff across the organisation commenced Certificate IV in OHS to increase skills and knowledge across the organisation at site level. The Return to Work & Safety Coordinator (RTW&SC) was one of these individuals and continues to make good progress in completing this complex qualification.

The RTW&SC led two projects in response to identified opportunities in the organisation and changes in OHS regulations, Noise Protection and Lead Monitoring. The outcomes of these projects provide enhanced protection, for our employees, from any risks associated with noise and exposure to lead.

In addition Corporate Operations is working with other Outlook divisions in the production of a Manual Handling training video, customised for Outlook's workplaces.

Marketing

A Marketing Strategy and Plan, to support the new Strategic Plan, has been developed. This strategy focuses on; updating Outlooks branding and website; increased digital presence (eg. social media/blogs/digital newsletter); creation of stories that can be multipurposed across Outlook's divisions, stakeholders and marketing collateral, both printed and digital and the integration of these activities with our IT systems where appropriate.

'The number of customers seeking Support Coordination services from Outlook has steadily increased and is expected to continue.'

Support Coordination

Outlook's Support Coordination offering commenced in 2017. Support Coordination assists NDIS participants to implement their NDIS Plan through identifying and facilitating the formal and informal supports they need to achieve their NDIS Plan goals. Support Coordination also helps build the capacity of the participant to achieve greater independence to self-direct services and supports in the longer term.

The number of customers seeking Support Coordination services from Outlook has gained momentum as the rollout of NDIS continues in Casey/Cardinia Region.

Finance

The Finance team has been learning the nuances of the NDIS and the most efficient and appropriate way to address the changes, which include, block funding paid in advance to billing individuals, third parties and uploading invoices to the NDIS portal.

Growth commenced in January with an additional 40 (approx.) Futures for Young Adults participants utilising Outlook's Steps to Employment/ Independence service offerings. In March/April 2018 the impact of the movement of clients from block funding to NDIS started in earnest and will continue to accelerate as we transition fully to the NDIS.

Finance was impacted by the additional invoicing and reporting requirements to support the large range of infrastructure projects won by Outlook and the relatively short timeframe to on-board these projects.

This area of the business continues to grow and Finance are reviewing a system that will reduce processing time for both reporting and invoicing thereby mitigating the large impact of additional processing time on both the Finance and Environmental teams.

Debbie Barnard
GM Corporate Operations

Ariana Evans
CFO

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Outlook
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