



AGM Report 2017

Providing services
that support people to
realise their goals

Outlook®

President and CEO report

The 2016/17 year has been one of substantial growth and change for Outlook as we position the organisation to best support our community of service users, carers and employees through the imminent rollout of the National Disability Insurance Scheme (NDIS) and new Disability Employment Services (DES) framework.

Our social enterprise, Outlook Environmental, also continues to deliver growth and impact, having secured a range of exciting new opportunities while celebrating 20 years of partnership with SUEZ at our Hampton Park site.

Tony Fitzgerald Enterprise Park

The construction of Outlook's flagship development project located in Officer commenced in late 2016, with the first phase involving the construction of an e-waste and non-ferrous metals processing facility. Shed construction and site civil works were completed in July 2017, with staff now occupying a portion of the expansive 8 acre site. The site has been named 'Tony Fitzgerald Enterprise Park' in honour of Outlook's former CEO who was instrumental in securing the site, seed funding and development approvals. We also wish to acknowledge the wonderful support of the Hon. Brad Battin MP and Sustainability Victoria which provided \$500,000 in grant funding towards construction of the facility. The Tony Fitzgerald Enterprise Park provides significant future scope to develop new opportunities that engage people with disability through employment, programs and connection with the local community.

White Ribbon Workplace Accreditation

Outlook was excited and honoured to achieve White Ribbon Workplace Accreditation in November 2016. Outlook has a role in sharing the message about Family Violence and the need to end violence against women. An alarming statistic is that 87% of women with a disability are sexually assaulted and many of these assaults take place when they are in care or institutions. The accreditation places Outlook in the first of a small group of 80 organisations world-wide who have achieved this honour and demonstrates the ongoing commitment of the Board, CEO, Senior Management Team, staff and volunteers to the elimination of violence against women. Our sincere thanks to Tricia Malowney OAM who was instrumental in leading this project.

Board of Management

We were privileged to welcome four new directors to our Board of Management; Fran Boyd, Graeme Stewart, Greg Cuthbert and Derek Madden. All of these new Directors bring a significant wealth of sector and industry experience across human resources, waste management, strategic planning and financial management and complement the current Boards' skill set. During the year we had the resignation of Ian Law, a Board member for 10 years, and Carina Tomietto, who joined the Board just over 2 years ago. Both Ian and Carina brought considerable skills in the areas of risk management and marketing/stakeholder engagement and we are very thankful for their time and dedication to Outlook.

We are proud of the strong and vibrant culture that Outlook demonstrates across its services and operations.

To support the needs of the organisation a new Board sub-committee structure was implemented during the year comprising three sub-committees: (i) Finance, Audit & Risk Management, (ii) Strategic Planning and (iii) People & Governance. This structure will further enhance the governance of the organisation.

NDIS/DES

Preparing for the roll-out of the National Disability Insurance Scheme (NDIS) in Southern Melbourne from 1 September 2018 and the new 5-year Disability Employment Services (DES) grant from 1 July 2018 are a significant focus for the organisation. Investing in our systems, reviewing our service delivery models and readying our staff, participants and their families for the changes that these significant reforms will deliver remains the highest priority for Outlook over the next 12 months. In order to support this change and address the funding challenges that the new frameworks will bring Outlook's corporate office was restructured in early 2017. We have also commenced the development of a new Strategic Plan that will guide our activities over the next 3 years.

Community Centre

Outlook's Community Centre continues to be a powerful model for community inclusion as evidenced by the diversity of groups that regularly undertake activities every day. Through its strong and capable management, the Community Centre serves a critical role in providing vocational learning, social connection and community inclusion within an increasingly diverse and rapidly growing community. Over the last 12 months more than

47,000 visitors were welcomed to the Community Centre with significant future growth expected.

Our Treasurer, Peter Link

Our long standing and dedicated Treasurer, Peter Link, has announced that he will be retiring at the end of the calendar year after 20 years as a member of Outlook's Board of Management – 15 of those as Treasurer. Peter has been magnificent in assisting the Board and Senior Executive to navigate through substantial change and growth as an organisation to achieve the level of financial stability it enjoys today. Peter's passion for Outlook's mission is evident in the commitment and diligence with which he serves and his counsel will be missed. On behalf of Outlook, we wish to express our sincere thanks and gratitude to Peter.

Our Culture and Values

Change and growth is not achievable without an engaged workforce and we are very proud of the strong and vibrant culture that Outlook demonstrates across its services and operations. At the core of this is respectful communications and behaviours, an open and transparent approach to decision-making, an inclusive culture that values all voices and a focus on creating and enhancing opportunities for the people we serve. Our volunteers embody this culture and we are indebted to them for their dedication, enthusiasm and professionalism, without which many of our services would not be possible.

Our sincere thanks to all of our service users, staff, volunteers, partners, funding agencies and supporters.

Board of Management

President

Edwin Hume

Vice President

Kimberley Flanagan

Treasurer

Peter Link

Assistant Treasurer

Lisa O'Sullivan

Board Members

Adam Sadiqzai

Derek Madden

Fran Boyd

Graeme Stewart

Greg Cuthbert

Chief Executive Officer

Sam Sondhi

Deputy Chief Executive Officer

Anne McCormick

Edwin Hume

President

Sam Sondhi

Chief Executive Officer

Outlook successfully achieved White Ribbon Workplace Accreditation in 2016.

Highlights of the year



2016 Victorian WorkSafe Return to Work Awards

Outlook was extremely proud to be a finalist in the 2016 Victorian WorkSafe Employer Excellence in Return to Work Awards and winner of the Return to Work Coordinator Excellence Award. This is a reflection of the passion our Return to Work (RTW) Coordinator, Melissa Johnson – pictured above [middle] with CEO Sam Sondhi and DCEO Anne McCormick – brings to this role and dedication to those she supports in the organisation.



2016 Victorian Premier's Award

Jenny Kerr, who volunteers with Outlook's Disability Services division, was awarded the 2016 Victorian Premier's Award. Jenny is pictured above [middle] at the awards ceremony with Tahnee Konieczny [support worker], her partner Brian, Sarah Kelly (Volunteer Coordinator) and Nicole Smith (service user). Congratulations Jenny! Well deserved.

Outlook would like to acknowledge all our volunteers and the valuable contribution they make across the organisation. A very big 'thank you' for choosing to volunteer with us.



White Ribbon Workplace Accreditation

Outlook also successfully achieved White Ribbon Workplace Accreditation in 2016. The announcement was made on November 25 at an event on White Ribbon Day, which is also the UN International Day for the Elimination of Violence against Women.

Outlook celebrated with an event hosted by incoming Outlook CEO Sam Sondhi. This event included the announcement of our success by former Outlook CEO and White Ribbon Ambassador Tony Fitzgerald, and a number of speakers such as Brian Paynter MP, Member for Bass who spoke of the need to eliminate violence against women.

Grants & donations

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

Grants

Department Social Services
to assist Outlook's Australian Disability Enterprise (ADE) in NDIS readiness

Cardinia Shire Council

Volunteer Program Grant

Cardinia Shire Council

Community Health and Wellbeing Grant
for Outlook Community Centre's:
• Blokes in the Kitchen Program
• Seniors Health and Wellbeing Program

Donations

Duffy & Simon
to Outlook Community Centre

Gary White Foundation

Golden Girls Craft 'n Chat Group

Pakenham Op Shop



Treasurer's report

Outlook experienced a satisfactory financial year for 2016-17, recording a surplus of \$458,855. This result was assisted by grants for capital projects of \$253,138, which is counted as income. Therefore, our regular trading result was actually a surplus of \$205,717.

This was a big improvement on the previous year's comparable trading loss of \$239,672.

Our accounts show operating revenue (excluding the special grants) was \$12,545,072 – up 7.7% or \$897,000 on the previous year. This was assisted by a \$145,000 profit on sale of some assets. Expenses increased by only 3.8% to \$12,339,355.

The breakdown of revenue for 2017 shows Outlook Environmental remains our largest revenue stream (60%), followed by government funding (35%). 'Other income' increased from 3% to 4% of total revenue due mainly to the profit on asset sales. The break down of expense categories for the same period shows that labour remains our main expense item, at 61% of all annual expenses (compared to 60% last year).

Our increased surplus this year was a result of several factors. The Outlook-wide restructure and the renegotiation of a number of our partnership contracts within Outlook Environmental, undertaken during the year, were both large contributors. Expenses were tightly controlled and a number of revenue streams increased, with new ones actively pursued.

The summary of Outlook's Statement of Financial Position as at 30 June

2017 shows assets rose from \$11.27 million to \$11.40 million, while overall net assets stood at \$8.88 million, up from \$8.42 million. Within this, property, plant and equipment reduced by \$615,000 mainly due to depreciation expense. The sale of an Outlook property located in Mill Street, Pakenham and the disposal of some plant, equipment and motor vehicles generated proceeds of \$943,066. This was balanced by \$1.048 million of capital expenditure on plant and equipment and motor vehicles. Cash and financial assets increased from \$1.17 million to \$1.58 million.

The 2017 surplus and asset growth show that Outlook remains in a strong financial position.

As I will be retiring from the Outlook Board at the end of 2017 after a fairly long period, this will be my last Annual Treasurer's Report. I would like to thank everyone at Outlook for working so positively and cooperatively with me as the Treasurer and as a Board member since 1998. My role has been very interesting, challenging and fulfilling, and I will always remain a strong supporter of Outlook.

I anticipate a positive and extremely fruitful future for Outlook and have every confidence in the Board of Management, the Senior Management Team, staff and volunteers who will carry out the exciting strategic plans that we have all been working on for the past few months.

Peter Link
Treasurer

The 2017 surplus and asset growth show that Outlook remains in a strong financial position.

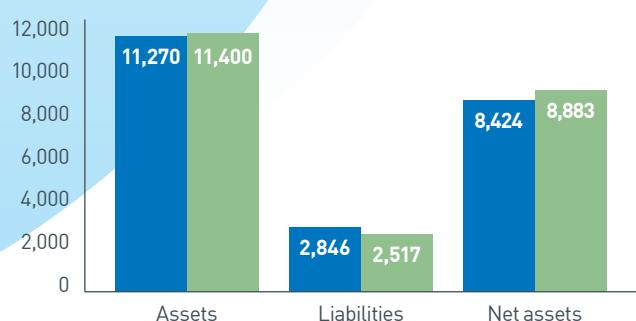
Revenue and expenses 2017 compared to 2016
(\$'000)



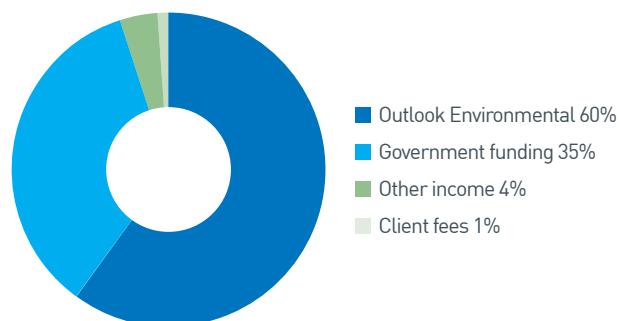
Operating Surplus 2017 compared to 2016
(\$'000)



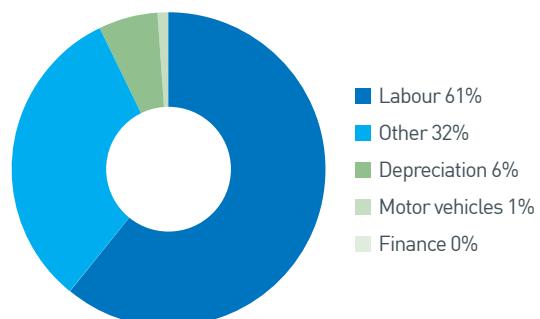
Abbreviated statement of financial position
at 30th June 2017 Assets and liabilities (\$'000)



Breakdown of revenue streams 2017



Breakdown of expenses categories 2017



Outlook Environmental

Outlook Environmental has been busy over the past 12 months, supporting contract partners and pursuing new business opportunities.

Outlook Environmental provides employment for approximately 100 staff across four main business sites located at Darebin, Hampton Park, Mornington Peninsula and Pakenham/Officer, through which 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.

Recycled materials from our operations include:

Cardboard
1,993 tonnes

Steel
3,025 tonnes

Shop goods
2,175 tonnes

Timber
3,984 tonnes

Concrete & Soil
9,493 tonnes

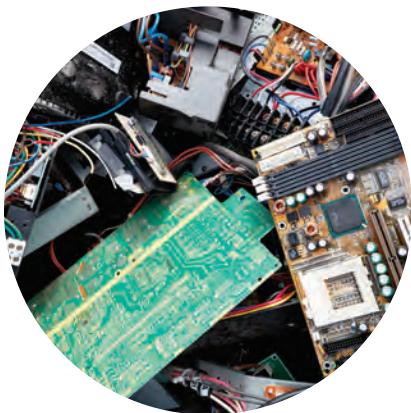
Outlook Environmental maximises diversion of recyclable resources from landfill. This includes expertise in diverting items through our recycled goods shops and our e-Waste/non-ferrous facilities. Many of these items cannot be recycled elsewhere. Over the past year Outlook has served an incredible 144,000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

Outlook Environmental is one of Australia's most experienced and prominent social enterprises operating in the resource recovery and waste management industry. Through this unique combination we have been able to attract the attention of some significant state infrastructure projects. As a result Outlook are currently receiving waste from construction contractor John Holland on the Metro Tunnel project in Melbourne and the extension of the rail network at Mernda.

Outlook will be looking to extend its involvement in similar projects in the coming year.

A highlight of this year has been the opening of our new site, Tony Fitzgerald Enterprise Park. The 8 acre site at Officer is being developed as a sustainable social enterprise. With the opening of the new e-Waste shed in July, our staff from Mulcahy Road in Pakenham, were very excited to relocate to the large Officer premises.

New opportunities are being assessed for the facility that will complement the e-Waste operation. Outlook have recently undertaken a trial with the RACV in the recycling of old child restraints and baby seats. Over 600 units have been received by the



Outlook Environmental is one of Australia's most experienced social enterprises operating in the resource recovery industry.

Outlook team at Officer who have subsequently recycled over 85% of all the material received.

Following a review of our plant nursery operations a new retail model has been successfully trialled over the past year, seeing plants purchased from wholesalers and placed directly into our recycled goods stores.

In response to rising landfill prices we are noticing a renewed focus on recycling throughout the industry. To achieve greater recovery at the Rye Transfer Station, we have commissioned a second hand goods container to relocate reusable goods to the Mornington recycled goods store.

There has also been a renewed focus on hardwaste across all of our sites. As a result, the Hampton Park site has been involved in hardwaste collection audits for the City of Casey and Shire of Cardinia where 30% diversion was achieved.

Outlook also provided waste sorting and measurement services to Southern Cross Recycling for the City of Dandenong and Whitehorse Pop-up Transfer Station days.

Outlook Environmental is proud to employ approximately 40 employees with a disability, who receive award based wages and are gaining industry work skills in an inclusive workforce.

We look forward to another successful year ahead and thank all of our partners, stakeholders and customers for their continued support.

Ross Cheesewright
Business Manager, Environmental



Outlook Employment

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

Outlook Employment operates offices in Pakenham, Narre Warren and Cranbourne and works with over 300 people with disability supporting them in securing employment.

In addition to this, Outlook assists job seekers in accessing appropriate education options based on career goals. We have established relationships with over 3,500 employers over the last 15 years.

In June 2017 Outlook Employment successfully retained its 3 Star rating under its Federal Disability Employment Services contract. This has resulted in the Federal Government offering Outlook Employment an 'invitation to treat'. This means that Outlook Employment will retain business in the Casey Cardinia region for the new contract from 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.



The McDonald's Golden Opportunities (GO) Programme is now into its second year. The Programme allows Outlook to identify and place suitable employment candidates within

McDonald's stores. The candidates receive on the job mentoring, and employment roles within selected McDonald's stores. The outcomes from this program to date have resulted in 41 paid employment roles for participants within McDonald's stores. Each one 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. In the coming year we are aiming to roll out this support model across other industries.

An important development in service delivery has occurred within the last year. We now have two Outlook services located in the same office in Narre Warren – Outlook Steps to Employment is now located in the Outlook Employment Office. This has enabled us to develop a flow-through model for school leavers with disabilities. They 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 programme is growing and we look forward to an ongoing positive relationship providing sustainable paid employment outcomes for young people.

Michael Upston
Outlook Employment Manager



Outlook's employment division
has established relationships with
over 3,500 employers.



The Outlook Employment team at
our Narre Warren office.

Outlook Community Services

Disability Services

The National Disability Insurance Scheme (NDIS) is due to be introduced into Cardinia and Casey in September 2018. Outlook is registered as an NDIS service provider and is delivering services to early entrants into the scheme. 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 can provide under the NDIS reflects the changes in access to funding supports not previously available. While a complex change for all involved, the NDIS is truly exciting, providing people increased choice and control to access more flexible supports.

In July 2016, in preparation for the rollout of the NDIS, Outlook announced changes to the structure of its disability services division. The name was changed from Outlook One to Outlook Disability Services.

Outlook Disability Services encompass three broad life areas:

Steps to Employment

Steps to Independence

Steps to Participation

Steps to Employment is specifically designed to provide individualised support, training and work readiness activities. Steps to Employment provides a realistic pathway to achieving future employment through further education training or future

opportunities for volunteering, work trials and supported employment. The Steps to Employment offering has seen substantial growth over the past twelve months with service delivery to commence in Bayside Melbourne in January 2018.

Steps to Independence works with service users to obtain life skills and experiences that enhance their independence. This program has commenced service delivery and is working with a range of young people in Casey Cardinia.

Steps to Participation is about working with service users to identify their goals and interests and supporting these to become a reality. This service continues to explore dynamic options and services. Outlook Steps to Participation team has continually grown its recreation and leisure offerings this year with most activities booking out well in advance. Service users work with Outlook to design the activities they would like to do and we then work together to make this happen.

Outlook's Supported Employment team that were based at Mulcahy Road, Pakenham have moved to the new site at Hickson Road in Officer and are enjoying the more diverse work opportunities being developed. The move to the Officer site has enabled the team to learn a range of new skills working with different tools and equipment. Supported employees are also located at our Outlook Environmental sites in Darebin, Hampton Park and Mornington Peninsula.

All of Outlook Disability Services operate seamlessly and most people



Outlook's Community Centre provides a friendly and supportive environment for all members of the community.

accessing services have goals that include independence, employment and community connectedness and participation. In 2018 Outlook will launch new service offerings in the Bayside area and are exploring a range of service offerings in new locations. The year ahead will be both challenging and rewarding as we seek to deliver services that are innovative and responsive to people's goals while facilitating and supporting inclusion.

Community Centre

Outlook's Community Centre provides a friendly and supportive environment for all community members to participate in a wide range of activities and has witnessed friendships, community connections and strong community supports develop for those who utilise our offerings.

Whilst Disability Services is taking clients out into the community, the Community Centre is bringing the community to Outlook, with over 47,000 community members visiting the Community Centre for classes, volunteering, information/referral, bookings and room hire.

Community Centre room hire has doubled in the last twelve months, with the Centre being used 7 days and nights per week, including five RTO's, five churches as well as community social, fundraising and training events.

The Community Centre has increased support from the local community by furthering its offsite training delivery to local businesses and community organisations that include professional and IT training.

Roxanne Higgins
Community Services Manager



Outlook Corporate Services

The Corporate Operations and Finance teams provide services to the organisation including risk, quality, learning and development, marketing, HR, IT, OHS, RTW, volunteering, finance, property management, maintenance and contract management.

Various projects of focus for Corporate Services have included:

- The design and development of a Workforce Management System, in readiness for the NDIS, that includes integrated functionality to manage client and staff rostering through to payroll and client services. The system will also include development of functionality around document, training and HR management systems and incident/accident/business improvement management.

The development of this unique platform is being achieved through a partnership agreement with a workforce software developer that enables Outlook to realise an ongoing ROI for intellectual property contributed to the development of the additional functionality. The system is expected to go live in late 2017.

- Working with disability services to identify back end support functions for the NDIS.
- Development of an eCommerce platform for the Community Centre to enable customers to purchase courses online.
- Configuration of Salesforce, a Customer Relationship Management (CRM) application, allowing Outlook

to store and manage prospect and customer information, eg. contact info, accounts, leads, and sales opportunities, in one central location and generate reports on the data to inform campaigns.

- Creation of on-line forms to streamline onboarding of volunteers.
- Creation of eLearning modules for Corporate training, eg. volunteering and RTW, to enable more cost effective delivery of training.
- Implementation of an asset register through expansion of MYOB functionality.
- A safety benchmarking activity was undertaken across the organisation, whereby all sites and services assessed themselves, in conjunction with the Safety Officer, against an extensive list of safety criteria. This enabled teams to develop a specific, prioritised safety plan for their site/service and provided an organisation wide view on specific safety gaps.

Debbie Barnard

Corporate Operation Manager

Ariana Evans

Finance Manager



A photograph of a woman with brown hair tied back, wearing a grey hoodie over a pink patterned top, sitting in a black manual wheelchair on a train platform. She is looking towards the right side of the frame. In the background, a yellow and blue train is stopped at the platform. The platform has a wooden canopy overhead. Other people are visible in the distance.

Outlook®

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