



# Annual Report

## 2019/20



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## **Incorporation**

Breakaway Toowoomba Inc. (ABN 28 208 514 271) is a public company limited by guarantee

# Our Vision

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To ensure people with a disability live a life of quality and are self-reliant, independent and included in the community.

# Our Mission

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To ensure people with disability and their family are valued, respected and included in the community.

# Guiding Principles

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Breakaway Toowoomba Inc:

- Is family-focused and recognises the rights of all people to have their needs met in a dignified and respectful manner
- Will be flexible in the support that is provided to change as needs change throughout the lifespan of the family
- Will achieve its mission by consulting with families, enabling them to participate actively in the decisions that affect their lives
- Welcomes and empowers families to be actively involved in shaping service direction through association membership.



# Our story

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Breakaway Toowoomba Inc. (Breakaway), previously known as Toowoomba and District Respite Care Association – Menukah Services, began in 1986 when a group of parents united to provide a respite service for families in Toowoomba and nearby regions.

Prior to this time respite resources were severely limited and rural families were often disadvantaged by their distance to support.

This basic service was run by parents who volunteered their time. Funding then became available from the Commonwealth Department of Health and Housing for staff wages and rental of the premises. Shortly after, the Department of Health responded by providing the resources to purchase a house at 294 West Street where centre-based day respite was provided.

Toowoomba and District Respite Care Association – Menukah Services was instrumental in changing the focus from centre-based group support to an individual, community-based approach and successfully lobbied for the additional resources to be provided for the new style of support from the Department of Families, Youth and Community Care, previously known as the Department of Disability Services Queensland and today under the Department of Communities – Disability Services.

The programs were expanded so that families had a choice between in-home care, community-based support and short-term centre-based support, depending on their individual needs. During this time, a grant from the Jupiter's Casino Community Benefit Fund was received. The funding received from the Casino Fund enabled us to build a house at Highfields for the purpose of offering opportunities to people with disabilities to visit the guesthouse for short-term stays. The stays at the guesthouse by the family members, (generally a week at a time) provided the parent/ carer with an opportunity to have a break from their on-going caring role.

Due to Toowoomba City Council business accommodation regulations, Toowoomba and District Respite Care Association – Menukah Services was required to vacate the premises on West Street and find an alternative office venue. In August 1999 its office accommodation transferred to 29 Hill Street Toowoomba.

Since that time, the Board and staff have focussed on developing on-going quality improvement strategies and practices within the organisation. The Human Services Quality Standards have been utilised to develop a framework for quality improvement. The Organisation's Strategic Plan also identifies strategies and goals for an on-going quality service delivery that is in line with these standards.

In July 2004, the organisation moved to 10 Rens Street and is now identified as Breakaway Toowoomba Inc. (Breakaway). A re-structure occurred in June 2005. Since this time of change, the organisation has continued to evolve and grow, resulting in more services being made available to a greater amount of families.



Breakaway was first granted certification in February 2007 and was recertified in March 2010 by the internationally recognised quality assurance authority, the Institute for Healthy Communities Australia (IHCA). This certifies that Breakaway has demonstrated compliance with the Human Services Quality Standards and indicates to our staff, carers and community that they are able to feel confident about the standard of support that they will receive.

After an extensive search Breakaway purchased the Dixon/Tamawood display home situated at 27 Mort Street on 17 October 2008. Following the purchase and the subsequent renovations, Breakaway commenced operations from Mort Street on 15 June 2009.

Breakaway had been looking to move to accommodate its organic growth and expansion following recent strategic level planning. The new location maintains easy routes to the buzzing Toowoomba CBD and provides Breakaway with 154 square metres of high-quality modern office accommodation.

The location modernises the look of the Organisation and is more appropriate to the quality of work that Breakaway undertakes and the clients that it represents.

In November 2009, Breakaway commenced an innovative accommodation service to support 24 hours a day sustainable housing tenancies for six (6) adults with disabilities whose parents or carers are ageing. This service is located at the 'The Anden', a former seven (7) room Bed and Breakfast at 252 North Street. This service offers exciting opportunities for independent living. The key characteristics of this service includes a relatively low-level support and a structured program of life, social skills development with the aim of which is to promote independence by empowering the individual through a person-centred strength-based developmental approach of supports.



With the community's rapidly growing need for the services provided by Breakaway, we acknowledge that there is a need to respond quickly and efficiently with adequate infrastructure. Hence, in early 2008 Breakaway purchased 1500sq metres of land at 461B Bridge Street for the purposes of building a second Guesthouse. With the culmination of an 8-year project 'Breakaway on Bridge' was officially opened on Friday 6 March 2015 by the Hon, Ian Macfarlane MP, Federal Minister for Industry and Science and member of Groom. B.o.B. (as it is affectionately known) has five (5) beds for clients and two (2) for staff, as well as a large room for day respite.

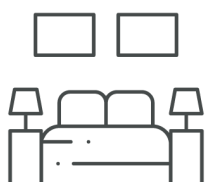
# What we do

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## **In-Home Respite**

Our In-house Respite Service option provides caregivers with a much needed short-term break by providing support within the comfort of your own home environment.



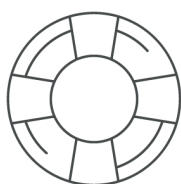
## **Respite**

With two (2) state-of-the-art guest homes located in Toowoomba and Highfields, we can provide emergency or short term stays based on your needs and the available NDIS funding.



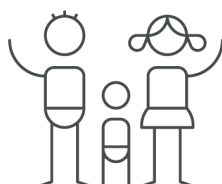
## **Supported Independent Living**

Our Supported Independent Living option provides assistance to those with a disability who are wanting to move into their own home.



## **Emergency Support**

With our emergency support, we offer both day and overnight respite care for emergencies or crisis situation. Based on your availability, we will endeavor to assist you within one of our two (2) guest houses located in Toowoomba and Highfields.



## **Community Participation**

At Breakaway, our community participation support allows people with a disability to actively participate in everyday activities or enjoy activities that may be difficult to access.



## **Daily Living & Domestic Assistance**

Domestic assistance encourages active participation with daily living tasks and teaches everyday skills. Our experienced staff support participants with everyday living tasks and also assist them with learning independence.

# MEET OUR BOARD MEMBERS

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**Russell Bianchi**

Chairman

**Shane Kamler**

Vice Chairperson

**May McGarva**

Treasurer

**Ron Robinson**

Board Member

**Matthew Harth**

Board Member

**Karen Glasby**

Board Member

**David Nugent**

Board Member



# MESSAGE FROM THE CEO

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We are very grateful to have had such an incredible year supporting all our wonderful clients despite the challenges we have faced in the last six months with COVID.

This year was quite challenging for us all, we felt the impact of COVID in the disruption of community access, lockdown in the houses as well as the closures of our Creative Lifestyle Skills group. We responded to COVID by keeping the people in the houses safe, by creating small teams which only worked in a designated house, in case of an outbreak, to ensure not everyone gets infected. As COVID restrictions commenced, the houses continued to provide activities to keep clients busy and also aimed to address the goals within the NDIS plan. As social distancing became more imperative, we reduced numbers of the Creative Lifestyle Skills group and eventually we had to close it to ensure our client's safety. We implemented a Communication Strategy where we provided regular updates, through emails, newsletters and social media posts. Even with the COVID challenges, we continued to grow and our unrelenting performance resulted in us not qualifying for the Job Keeper assistance by the government.

Despite the challenges with COVID, we are very proud that we had continued growth of our Supported Independent Living (SIL) Houses. Breakaway is still the only provider in Toowoomba who provides a rental option for our clients who are unable to secure private rental. During this time, we also ventured into Specialist Disability Accommodation (SDA) space and provided services to clients with complex medical needs. During the financial year, we provided 117,176 support hours and 33,190 shifts in community access and support and participants were supported on 1,990 sleepover shifts. Breakaway had a turnover growth of 8% compared to the 2019 financial year. Breakaway's success would not have been possible without our clients and staff.

During the year, we have added a beautiful bus with wheelchair access to the Breakaway fleet. Our clients have named the bus "Lady Daisy", We had fun with the name as it started with driving "Miss Daisy". A participant commented that the bus is smart and one of our family members suggested we 'upgrade' her name to "Lady Daisy". By adding the bus to our fleet, we can better accommodate our clients' needs. We also added a dual cab utility has also been added to the fleet, this vehicle assists with numerous jobs associated with our houses.

Our staff worked very hard this year as we had to navigate through continuous COVID requirements and guidelines. As a result of COVID, our staff started working decentralized, to reduce the people in the office and adhere to social distancing requirements. We acquired new staff, a Human Resources (HR) Manager as well as another Accommodation Manager to support that role. Work redistribution allowed us to add marketing and HR support positions to existing roles. This year we introduced a "spot a good worker" award where families and staff participated in the event, by nominating good performance for the monthly award. These awards are quite special to us, all the more significant during this time, it was a great way to bring us all together and on one occasion we all had to wear masks to enable us to get together to celebrate our staff.

We are proud to highlight that here at Breakaway we celebrate diversity, we are an employer who provides employment to people with disabilities and our staff represents many cultures from around the world. We participate and share in our staff's cultural specific days by sharing our awareness and culinary specialties. We also celebrate and participate in our local Indigenous days, by taking part in NAIDOC week celebrations.

Prior to COVID, Breakaway attended a variety of expos, locally as well as in Brisbane. This was a great opportunity to share what we do and how we can support our clients. We also launched our Instagram page, as an alternative way to share important information with our clients and share client stories. We are very proud of Leteisha, a valued member of the Breakaway family, Leteisha is a blind jewellery maker who was showcased on the front page of the Toowoomba Chronicle for her incredible talent.

Breakaway made a great investment in technology this year to assist our staff to work off-site, we also migrated to Office 365 to enhance team productivity. Lumary and Skedulo are now fully embedded in our systems and are wholly operational. Lumary is a data management systems, whilst Skedulo is used to schedule all service delivery activity such as rosters and notes.

Breakaway developed a full suite of policies and procedures to meet the requirements of the NDIS Quality and Safeguard Framework. An onsite audit was conducted, where we were found to be compliant on both accounts of systems and output, which is a great achievement for our team. We also passed our annual financial audit, as outlined in the treasurer's report.

Throughout the year, Breakaway conducted strategic planning days with our office-based staff. We reviewed our Mission, Vision and Values (which can be found on the website). Breakaway identified that our niche market and area of specialty is SIL, complemented by all the other business streams. Our focus for the future will be growth and growth outside the boundaries of Toowoomba, which up until now has been our focus in the past.

I am so very proud of our Breakaway team for facing all the challenges and taking on the obstacles head-on throughout the past difficult year. I would like to thank all our families associated with Breakaway and our Board, who so generously volunteer their time, expertise, commitment, passion and support. They are greatly appreciated!

*Carolina Williams*

**COROLINA WILLIAMS**

Chief Executive Officer



# CHAIRMAN'S REPORT

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While the current year has been anything but normal, the board is extremely proud to report that despite the significant range of challenges that the Organisation has faced, we have continued to perform strongly during the 2019/20 financial year. Our financial position has continued to strengthen on the foundations that were implemented during the 2018/19 financial year.

Despite all of the challenges that this year has thrown her way, our Chief Executive Officer (CEO) Carolina Williams and the operational team have continued to perform a wonderful job in ensuring that the Organisation continues to thrive and prosper in these difficult times. Carolina's dedication to the Organisation and all of our participants is constantly on show.

With the continued financial improvement of the Organisation, we now find ourselves in a very solid position, that not only allows the Board to be confident in undertaking a range of investments in the business, but also now allows us to consider investing in a more strategic vision for the future of Breakaway.

While I am sure we have all had enough of the current COVID 19 world, it would be remiss of me not to mention the impact of the COVID 19 pandemic and the challenges that Carolina and the operational team have had to manage. Initially, in the early phases of the pandemic there was understandably considerable uncertainty and a heightened level of anxiety amongst our families and participants. Carolina implemented regular communications to all in an endeavor to allay these fears and also worked tirelessly to ensure that the Organisation remained compliant with the constantly changing raft of government directions and requirements. Significant work was undertaken to ensure that staff, participants and particularly all occupants of our Supported Independent Living (SIL) houses were protected to the best of their abilities. This was also achieved with a vastly dispersed workforce.

From an Organisational perspective, one of the key achievements of Carolina and the operational team during the year was the outstanding result achieved in passing the NDIS Quality and Safeguards Audit. This was achieved with no issues of any significance. This particular audit is extremely significant to the Organisation, as any noncompliance could potentially impact on our license to operate.

While it is easy to get overwhelmed by the significance of the COVID 19 pandemic, we do need to acknowledge that there are many other key highlights for the year that both the Board and management should be rightly proud of.

As always, the Board has continued to acknowledge that one of the best investments that an organisation can make is in its people. To this end, the Board has continued to work closely with Carolina to ensure that she has the appropriate staff resources to continue to grow the business while at the same time continuing to provide quality levels of services to all of our families and participants. It is pleasing to note that during the year that a number of additional management roles have been appointed in critical areas of the business to assist Carolina to ensure that we do continue to meet our expectations in this area.





We have continued to invest in a range of basic infrastructure requirements including IT related hardware upgrades and the ongoing replacement of the aged motor vehicle fleet. It is great to see more and more of our brightly branded vehicles out and about in the city.

Overarching all of the above, has been the continued improvement in the financial health of the Organisation. Our balance sheet is in a strong position and our annual turnover has again increased significantly on the previous year.

Over the past 12 months the Board has seen a number of changes in its composition. Adam Keen, Madeline Fouhy and Rahul Ganguly have departed due to a range of changing work commitments. I would like to take the opportunity to thank them all for their commitment and dedication over a number of years in helping to develop and guide the Organisation through challenging times.

With these departures, the Board set about a recruitment process with a view to strengthen the Board both numerically and capability wise. We see the correct composition of the Board as a critical component in successfully guiding the Organisation into the future.

As a result of the above, we have welcomed five (5) new board members during the year.

Initially, we welcomed Karen Glasby and May McGarva. Karen has been involved in the disability sector for many years in both her professional and personal life, working as a special education teacher and as the mother of a son who has autism, learning disability and social anxiety. May is a chartered accountant with over 20 years' industry experience and is the owner/director of a local accounting firm.

We have also recently been joined on the Board by Ron Robinson, David Nugent and Matthew Harth. Ron has tertiary qualifications in Human Resources, Computing and an MBA specialising in Finance, augmented by over 20 years accumulated management experience. David has experience in a range of industries and has a long history of involvement with local community minded associations. He and his wife have also fostered a range of children during their married life. Matthew is a business specialist with over 15 years' experience, he has held senior roles in human resources, workplace health and safety, quality assurance, and information technology. He is a certified HR Practitioner with the Australian HR Institute and Associate Fellow with the Institute of Managers and Leaders.

We believe that the new Board members bring with them a diverse range of knowledge and experiences that will greatly assist the Board in providing the appropriate governance to assist Breakaway to prosper and grow into the future. The Board will continue to look for suitable candidates with a view to attracting people who may have key skills that complement the existing team to assist in shaping the future direction of Breakaway.

Understandably, while it is easy to focus on the Board and management in this report, I am also extremely keen to ensure that we acknowledge the tireless dedication and effort that our all of our support workers provide families and participants on a daily basis. Without these people Breakaway would not be able to provide the services and support that we pride ourselves on.

While the COVID 19 cloud still lingers, I believe that the Organisation is well managed, staffed and positioned to continue grow and seek new opportunities all the while being mindful that the real reason we exist to support our families and participant to help them lead positive and inclusive lives.

I am acutely aware that I and the rest of my fellow Directors have a serious responsibility to ensure the ongoing viability of the Organisation to enable it to continue to provide our various services. I also know that the Board take seriously our responsibility to our significant number of staff and their families to ensure the Organisation prospers for their benefit.

Finally, I would like to take the opportunity to thank all of my fellow Board members for their continued effort and support. I believe that we are all privileged to be part of this Organisation and I look forward to continuing the great work that has been achieved during the year.

*Russell Bianchi*

**RUSSELL BIANCHI**

Chairman Breakaway Toowoomba

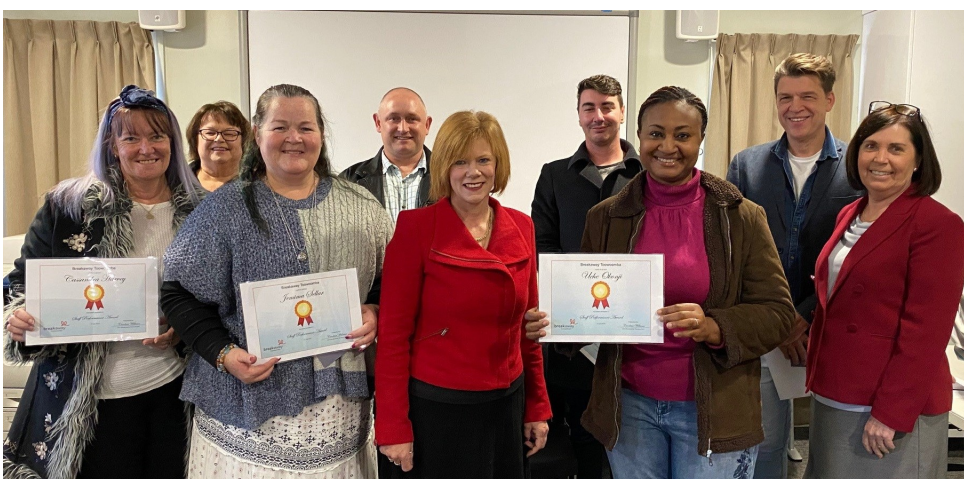
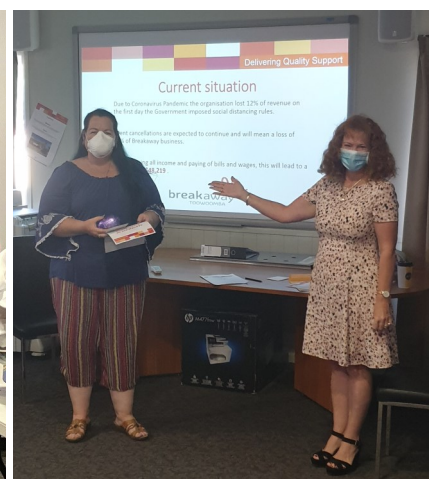
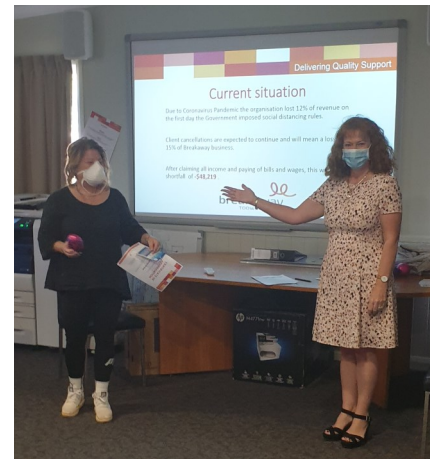


# Team

We have a dedicated team who deliver quality service to our clients. Breakaway has recruited 65 new staff members and have a total of 129 staff members at the end of the financial year.

We currently have the following numbers of staff:

Full Time	13
Part Time	51
Casual	61





# Team Building

- Morning Round-ups
- Birthday celebrations at monthly staff meetings
- Administration staff Christmas lunch at The Barn
- Monthly staff BBQ's
- Weekly "Buddy" check-ins
- Staff dinners
- Staff awards

## Celebrating Dedication to Breakaway

### 23 Years

Robert Fernandez

### 14 Years

Mark Eelkema

### 12 Years

Paul Van Der Beek

### 11 Years

Keith Klaas

### 9 Years

Anthony Appleby  
Gavin Sabburg

### 7 Years

Fiona Goodfellow  
Mike Sykes-Nema Micah  
Catherine Sharp  
Neil Williams

### 6 Years

Taleah Williams  
Jack Wilson  
Christine Neilson

### 5 Years

Debra Reich



# Highlights

Lumary &  
Shedulo  
fully embedded  
and  
operational

Registered nurses  
providing around  
the clock care to  
babies with high  
medical needs

**8%**

Turnover Growth

**117,176**

Total Support Hours

**33,190**

Completed Jobs

**1,990**

Sleepover Shifts

**80**

New Policies and Procedures

**10**

Social group operating 10 days per fortnight

**6**

Supported Independent Living Houses

Passed NDIS  
Quality and  
Safeguard  
Framework  
Audit

Technology  
Investment



# Marketing

## Marketing and Advertising

- Expos
- Newly branded vehicles
- Channel 7 television advertisement
- Breakaway t-shirts
- Shop A Docket
- Hospital Patient Information Guide
- What's Up in Disability Magazine
- Local business directory listing
- Internet advertising
- Corporate Business Directory Listing
- Advertisements in The (Toowoomba) Chronicle
- Breakaway featured in the media



HEALTH

### Disability worker makes 'couture' face masks for clients



Juliana Grace of Breakaway Toowoomba.

27th Apr 2020 5:00 AM  
Subscriber only





# Treasurer's Report

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Good evening to all and thank you for attending and being part of Breakaway's Annual General Meeting (AGM).

On behalf of the Board I present to you the Treasurer's Report for 2020 year.

Needless to say this has been a most challenging year for business, individuals and organisations, like Breakaway. Navigating a global pandemic in a rapidly evolving environment has created many challenges and I expect will continue to do so for some time.

Taking the lens of a business adviser, I have the view that the global pandemic is akin to a tidal force causing the water to recede rapidly with our Organisation being the boat. Hazards like rocks, logs and sand bars, all previously covered by water, are now visible and brought to the surface. Businesses and organisations like Breakaway have had to navigate these newly exposed hazards.

For us, and many businesses alike, this has meant additional costs to comply with COVID safe requirements, adapting service offerings to new requirements, temporary cessation of specific services, adjusting to work from home situations, adhering to safe work from home policies and creating a safe workplace and environment for both our team and our participants we support. Our Chief Executive Officer (CEO) created a COVID taskforce early in the pandemic who were entasked to identify risks, meet regularly, communicate often and implement quickly. This was to ensure the Organisation met the changing needs of the pandemic head on and continued to provide the best care to our participants and their families.

What I am extremely proud of is how well our Organisation and the people within it, managed the rocks, logs and sand bars of the last six (6) months. Our team rallied, led by our very passionate and dedicated CEO, and have not only managed the financial impact very well but have continued to grow, providing more services to more people throughout this time.

This is not to say that our eyes are now off the hazards. The tide has largely come back in again in Queensland, but could rapidly recede again. I have much confidence that our talented team will professionally and proficiently handle the challenges that may come our way should the COVID-19 tide recede rapidly once again in Queensland.

Building on the comments from our Treasurer at last year's AGM where 2019 was marked as a year of turnarounds, I am extremely pleased to report that the Organisation has built on this further. 2020 has been a year of cementing this turnaround further and embedding various initiatives which will drive the Organisation forward. As a Board, along with our management team, we are working very hard on embracing the learnings and structural changes that the COVID-19 pandemic has catapulted onto our business operations.

Financially, the Organisation is in a strong position to look to the future. This financial stability has helped to generate a new sense of positivity and confidence about the future and has driven us to ask “what’s possible?”.

*What could the future of Breakaway look like?*

*How can we build on our strengths and provide the most amazing level of care to our participants and their families?*

*What does the provision of exceptional care for our participants really look like?*

The key is as much about uncovering the questions to ask as it is about finding the answers.

To discover this, the management team, our CEO and the Board have been engaging in a strategic planning process to prepare a new strategic plan for the Organisation. Our leadership management team are now in the process of compiling various business cases to explore viability and in time, drive the implementation of the ideas generated out of the strategic planning work that has been undertaken in the last six (6) months.

I am very excited to be part of Breakaway, we have learnt a lot about our strengths in the last 12 months, we have worked hard on improving some weaknesses and are using these learnings to explore the opportunities that are available to us.

## Key Financial Highlights

	2019 (\$000)	2020 (\$000)	% change
NDIS Revenue	\$7,822	\$8,731	11.6% increase
Employee Expenses and Wages	\$6,877	\$6,967	1.29% increase
Total Operational Expenses	\$7,967	\$8,124	1.9% increase
Surplus (Net Profit)	\$371	\$845	127% increase
Cash on Hand at End of year	\$1,126	\$1,939	72% increase
Current Assets	\$1,442	\$2,478	71% increase
Current Liabilities	\$1,168	\$1,019	12% decrease
Net Assets (Member Funds)	\$2,561	\$3,406	32% increase

As you can see the business has increased its NDIS revenue by 11.6% and controlled it’s overall costs exceptionally well (with an increase of only 1.9%). Cost control in combination with a revenue increase has generated a healthy surplus for the year of \$845,000 which is reflected in the increase in net assets on our balance sheet.

The main achievements can be summarised as follows:

- investment has been made in our vehicle fleet
- our SIL house offering has been expanded
- improved financial stability and performance – growth in income and profitability
- appointment of a strong leadership and management team which means we have the capacity to adapt to evolving situations (COVID-19) and support the continued growth of the Organisation
- processes have continued to be streamlined and improved
- the Organisation has embarked on a new era of strategic planning and implementation
- the Organisation continues to focus on recruiting a strong management team
- the management team and CEO are supported by a cohesive and talented Board



## Audit

Crowe Horwath were again engaged to conduct our annual audit and prepare their Independent Audit Report. A copy of their audit opinion is attached to the Annual Report.

You may notice their financial statements make mention of a re-statement of the 2019 year position. This can be explained on Note 15 of their financial report (page marked 18). Previously the Organisation was recording land and buildings at market value rather than at historical cost. A decision was made, with the input of Crowe Horwath, to re-state these assets at historical cost on the basis that the assets are not held by the Organisation for the specific purpose of being realised (sold). As such, presenting these assets at cost was deemed to provide more relevant information for the purposes of the financial statements.

In closing, I would like to extend my sincere thanks to the wonderful, dedicated team members at Breakaway, from our CEO, Carolina, to our management and office team to our support workers, thank you. What you do makes a difference in so many lives. Without you, the amazing care and attention extended to our participants and their families would not be possible.

Finally, thank you to our participants and families for welcoming Breakaway into your lives and entrusting us to provide exceptional care. We will strive to continually make you proud and build your trust that you have made a great choice in engaging with us.

*May McGarva*

**MAY MCGARVA**

Treasurer



**Crowe Audit Australia**

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## Auditor's Independence Declaration

As auditor of Breakaway Toowoomba Inc for the year ended 30 June 2020, I declare that, to the best of my knowledge and belief, there have been:

- i. no contraventions of the auditor independence requirements as set out in the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- ii. no contraventions of any applicable code of professional conduct in relation to the audit.

This declaration is in respect of Breakaway Toowoomba Inc during the year.

*Crowe Audit Australia*

**Crowe Audit Australia**

A handwritten signature in black ink, appearing to read "John Zabala".

**John Zabala FCA**  
Partner

24 September 2020  
Toowoomba

Liability limited by a scheme approved under Professional Standards Legislation.  
The title "Partner" conveys that the person is a senior member within their respective division and is among the group of persons who hold an equity interest (shareholder) in its parent entity, Findex Group Limited. The only professional service offering which is conducted by a partnership is the Crowe Australasia external audit division. All other professional services offered by Findex Group Limited are conducted by a privately-owned organisation and/or its subsidiaries.

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# Events and activities

We are all different. We have different skills, different abilities, different fears, different hopes and dreams. We are also the same. We all want to live a happy, meaningful life and actively participate in our community.

## Halloween



## Australia Zoo outing





## Christmas Party



## Arts and Crafts





## Social Group





