

Corporate Services

During 2011 the overall financial situation was stable and improving, with an increase in interest rates, growth in donations and growth in client services. The financial year finished positively, with the state government announcing increased funding of 15% for sustainability and the Forest family donating FMG shares valued at \$635,000.

For Senses, the total operational revenues for the year to date were \$5,979,000 (2010: \$5,273,000), an increase of 13%. Total revenues, including the FMG shares at \$635,000 were \$6,614,000, which is 25% more than last year. Total expenditure, including depreciation, was \$6,112,000 (2010: \$5,268,624), which is 16% higher than last year.

The overall result for the year to date was a surplus of \$502,000 which is \$707,000 more than budgeted. Even without the effect of the FMG shares, the financial year ended approximately \$70,000 ahead of budget, primarily due to the recognition of DSC income from services provided during the previous year. A great result!

In relation to the Corporate Directorate specifically, it managed to better its overall budgeted figures by \$15,000. For corporate services, excluding Fundraising its generated income of \$5,000, which is \$58,000 more than budgeted. For Fundraising, excluding the impact of the FMG shares, the results was income of \$289,000, which is \$43,000 less than budgeted, which is primarily due to reduced income from Corporate Sponsorship.

The Corporate Directorate managed to survive the 2010/11 financial year. The year has been extremely busy as we have witnessed the enormous growth in Client Services, which has had a direct flow on effect to the provision of all corporate activities and as a result we identified a number of areas of concern which enabled

us to increase resources to these high or at risk areas, in particular those around the Finance, Human Resource and Administration activities.

It is expected that Client Services will continue to grow and Corporate will continue to support their goals, however, for this to be effective the corporate function will need to evolve into a more consultative model and have the ability to add-value in all areas in 2011/12 and beyond.

Finance

Finance Department

During 2011 departmental resources were increased to 3,849 paid hours (2010: 3,170 paid hours) and restructured to include the IT Department, an additional 1,976 hours therefore we saw our FTE grow to on average 2.9.

During the year, there was considerable change in the structure in the Finance Department, and very welcome additional resources. The Accounts Assistant & Payroll position which was initially developed at 3 days per week; after being vacant for two months became full time in April 2011. In September 2010, the Network Administrator, previously reporting directly to Senior Manager Corporate Services, joined the Finance department. In October 2010, the Assistant Accountant role was developed into an Accountant role, with greater emphasis on reconciliations, internal audit procedures and managerial accounting. Finally in April 2011, the Finance Manager position was increased to a full time role.

Activities

This year we saw the continuation of monthly finance meetings with the Senior Manager, Client Services, the Finance Manager and each of the Client Services Managers. This has been a very effective forum to discuss progress against budgets, and other issues related to client programs.

During this year there was a small increase in the number of individually- tied grants, which for DSC purposes are now being consolidated and reported by program.

In September 2010 we completed the external audit and the audit of individual grants. In April and June 2011, the external interim audit was carried out.

The audit of Clients Funds program has been limited, with not all houses visited during the year, and some emergency audits carried out. The audit visits have been

increased and coordinator and staff training reviewed and a more comprehensive and rigour schedule is in place for 2011/12.

After the head lease for client rent was transferred to Uniting Care West (UCW) on 1 October 2010, the finance department has continued to collect funds and maintain client accounts, providing this information to UCW in June 2011.

The finance department continued to gather information, research and provide costing's as required, particularly around:

- New vehicle fleet
- Cost of Service.

The finance department continued to support our fundraising events, processing and documenting sales, managing the cash holdings for the events and providing assistance on the day.

In payroll we still look forward to the implementation of a new rostering system which makes the best use of available staff, improving data-entry speed and the accuracy of reporting in Finance and Client Services.

Training, Professional Development and Representation

Training and professional development events attended during the year by the finance department included:

- FBT training provided by the NTAA,
- A December team-building evening,
- DSC information sessions,
- Superannuation briefings,
- Managers Development days
- Year-end training in Chris21,
- Considerable in-house and on-site training in Chris21 and Sybiz.

The Accountant is to be congratulated on the successful completion of his CPA studies. The new Accounts Assistant & Payroll Officer is also undertaking her CPA

studies. Whilst the Finance Manager has participated in the CCI Tax Reform Working Group and has continued to participate in the NDS Financial Advisory Subcommittee and other industry discussions.

Information Technology

This year the IT Department was geared towards ensuring stable, operational and responsive information and communication systems for Senses until such a time we were successful in our Lotterywest IT Grant, it also assisted in the development of infrastructure to support and accommodate the introduction of “hot desking” in the Kitchener Avenue building.

In April we were successful in our IT Grant application with Lotterywest and we received just over \$300,000 to upgrade the entire network with new hardware and software, update the Senses website, upgrade the PABX telephone system and introduce an electronic document management system.

The Network Administrator has begun the long-awaited replacement program, initially replacing workstations and providing laptops to office based staff at Kitchener Ave and then rolling out the upgrade to our remote sites, our server and third party software.

In summary:

Component	Total (exc GST)	Senses Contribution	Lotterywest Funding
<i>Computer Upgrade</i>	\$283,959.60	\$29,802.00	\$254,157.60
<i>PABX</i>	\$4,000.00	Nil	\$4,000.00
<i>Electronic Filing System</i>	\$15,736.00	Nil	\$15,736.00
<i>Website</i>	\$32,710.00	\$3,000.00	\$29,710.00
Total			\$303,603.60

Administration

Administration successfully oversaw the introduction of “hot desking” at the Kitchener Avenue offices and the introduction of a new plan to maximise staff parking.

Initiatives for maximising parking included:

- A reduced number of allocated bays to staff
- The parking for Pool Vehicles on the front verge
- The creation of three express bays (90 minutes only), and
- The development of a Green Bonus (i.e. those who get to work other than driving their own vehicle will be paid a daily rate).

Hours were increased by 19 hours per week in administration to support the growing client services with the appointment of an administration officer for client services and the Administration service was restricted to include increase support to the Chief Executive Officer with the appointment of a part time PA.

Property

Senses continued maintain its property in an acceptable level via routine and unplanned maintenance and through the negotiations of new and variation to lease agreements with current tenants was able to secure ongoing income.

In summary, Senses renewed the leases with:

- WAMMCO - 18 month initial term and subsequent 5 years and 3 year options, and
- Motorola – exercised their 2 year option from June 2011

We were also able to complete the handover of the maintenance and rental requirements of our accommodation properties to Uniting Care West (UCW). In effect UCW have taking over the head lease of accommodation facilities under the CDHP agreement with the Department of Housing (DoH) which were previously held by Senses. As a result Senses no longer has primary responsibility for the maintenance and upkeep its accommodation facilities, which allow us to focus solely on providing excellent services to our clients.

Training

During the year our training initiative's increase compared to the previous year. This we were able to provide over 2000 hours of training were provided to staff throughout the year and although this was slightly down from the previous year the number of courses and session undertaking has increased considerably, 88% and 72% respectively. This included, but was not limited to, orientation, six courses of values based training for 41 support workers, positive dementia care, person centred planning and specialist deafblind training as a result in the increase in new service provision contracts.

Statistics	2010/11	2009/2010
Training Courses	64	34
Training Sessions	117	68
Attendees	409	191
Hours	2046	2408

Conferences

Thirty six staff members attended a total of sixteen conferences during the year, which is a 50% increase in the number attended last year. Some of the major conferences attended included the CHARGE conference in Perth, the Acquired Deafblind Conference in Denmark, and the NDS Living in the West Conference in Perth.

Statistics	2010/11	2009/2010
Number of People	36	25
Conferences	16	8
Approved days	64	88

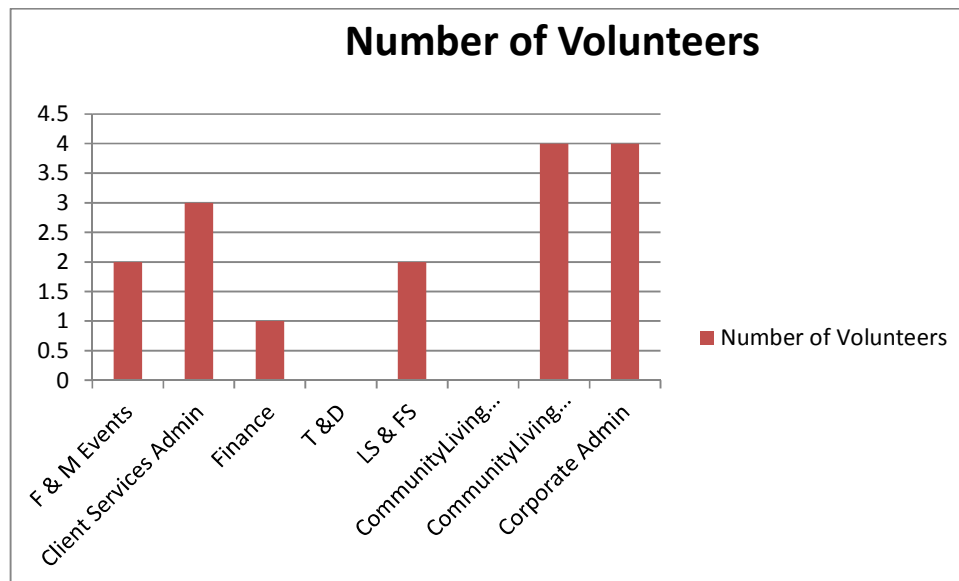
The decrease in the approved days for this year is was due to an increased number of the conferences being held in Perth thus the reduction in approved travel time.

Additionally, with more local conferences the cost of conference attendance was down to considerably from \$37,000 in 2009/10 to approximately \$11,000 in the current financial year.

Volunteers

The volunteer program within Senses slowed this year, this is reflected in the reduced hours. In 2009/10 it was 2,128, whereas this year we managed to only secure 400 hours. The reduction is due to a decrease in the number of TAFE student doing volunteer hours for their Certificate 3 / 4 in Disability care and as such less requests being received. It was also compounded by our inability to accommodate their placements due to high workloads being experienced by service Coordinator's and thus their shortage of available time to supervise effectively.

On a positive note there were more initial inquires this period, up 13% on the previous period, however the return rate of volunteer application forms was much lower than the previous year, down by 53%. Even though the return rate of applications was lower the number of application fully processed for this period was 82% compared with 58% the previous year.



Commercial

Overall the Fundraising budget delivered a surplus of \$289,000, which was \$43,000 less than the budgeted figure. The overall situation for Fundraising for 2010-2011 was:

Total Income: \$505,000
Total Expenses: \$216,000

Encouragingly this was an increase of 13.5% on 2009/10 gross income, which indicates some growth but also saw a 26.3% increase in expenses due to event expenses primarily around the golf day (e.g. green fees, auction and raffle items etc...)

DMA

This year we undertook four Direct Mail Appeals:

Date	Topic	Return
September 2010	Usher Support Group	\$19,913
December 2010	Accommodation	\$18,781
March 2011	Recreation	\$19,704
June 2011	Early Intervention	\$55,118

In December we reassessed the style and content of our DMA, in conjunction with Creative ADM and changed the visual aspect of the mail outs. The response was been positive and has assisted in the generation of more income (8.5% increases on the previous year). June's DMA which featured a story about the Aquerola Family showed record returns for a campaign produced in recent years.

[..\DIRECT MAIL\JUNE 2011- EARLY INTERVENTION\SEN 23301 Early Intervention June Mailer.pdf](#)

We also implemented daily reporting document to track flow of donations throughout campaign and are looking forward to the benefits our new Donor Database System will bring, in targeting specific campaigns to the correct demographic.

Bequests

Following discussions with Zebra Media, we began to use a new publication called Baby Boomer; a partner publication of the well established Independent Retiree to promote Senses Foundation's Bequest Program. After researching their proposed demographic it seemed like the correct publication for our target market. Full page ad was placed in a new publication a copy of which can be seen at this hyperlink

<..\BEQUESTS AND WALTER PADBURY\SEN 23295 Bequests F Pge Ad Baby Boomer Magv2.pdf>

It was extremely pleasing to receive in excess of \$110,000 in bequests this financial year, as this income is never guaranteed. However, more pleasing we are beginning to receive bequests to "Senses Foundation", rather than to the "Royal WA Institute for the Blind". Perhaps are name is getting out there!

Events

AHG Senses Charity Golf Day

This was the 14th year Automotive Holdings Group Limited (AHG) has sponsored the charity golf day, Senses Foundation's major fundraiser. From 1997 to 2011 our friends at AHG have helped us to raise over \$1.3million through their sponsorship of the Senses Golf Day - a fantastic achievement.

This year's event, Senses 16th Golf Day, was held on Friday May 6th, at the prestigious Lake Karrinyup Country Club and was again hailed a resounding success.

The weather was perfect and the views breathtaking as always. 31 Teams took to the course for 12.30 shot gun start following a delicious lunch, which was kindly sponsored by Downer WA and a welcome speech by Hamish Williams of AHG really got golfer enthused and why they were here.

Winners on the day were Golf Day newcomers Downings Legal, who are now being labelled next year's team to beat and dethroned AAPT who held the Winner's Trophy for three consecutive years.

Following a day on the course, golf attire was then traded for evening wear, and guests were treated to a sumptuous gourmet dinner sponsored by LWP Property Group, complete with fine wines from Wise Winery and beers from Carlton United Brewery.

Auctioneer and MC for the evening was Mr David Chistison, who ensured the live and silent auctions attracted plenty of interest and some healthy competitive bidding. Popular items included exquisite jewellery from Brinkhaus Jewellers, a VIP trip to Leeuwin Estate, tickets to the Hyundai Hopman Cup, an 'adrenaline' adventure, a luxury holiday for up to 10 guests in a private Phuket Mansion and a day at sea with the Royal WA Navy. And one very lucky guest won the Super Raffle Prize, kindly sponsored by Kee Hire; A Holiday for six people to Rendezvous Reef Resort, Port Douglas. Other generous event sponsors this year were Schweppes Australia, Fujitsu, Frontier Software, AON Risk Management.

With the help of our generous golf day supporters, we will be able to provide support and training which will make a huge difference for children with deafblindness living in the Wheatbelt, the South West, the Mid West, the Pilbara, the Kimberley, the Great Southern and in the Goldfields Esperance region.

Lawn Bowls

On Friday November 26th our annual Senses on the Green, Corporate Lawn Bowls Day Sponsored by PKF Mack & Co. was held at Mosman Park Bowling Club.

We invited our corporate sponsors, supports and friends to kick off their shoes, and enjoy a fun-filled day of fundraising. The event's key aim was to raise awareness of Senses Foundation whilst generating income for our Starfish Program

The day started with refreshments and team registration at 10.30am. After a welcome from our CEO and The Governor Dr. Ken Michaels, our eager teams were served a delicious hot and cold buffet lunch courtesy of our generous lunch sponsor

Kee Hire, washed down with a glass of fine wine or an ice cold beer, supplied by our Drinks Sponsors, Creative ADM.

The spectacular views, some great tunes by our DJ and Guitar Soloist Domonic Zurzolo and warm sunshine provided a beautiful backdrop for the day ahead. A short bowling clinic, for the novices amongst us, prepared our teams for the competition ahead ... may the best team win!

After a lot of laughs mixed with a bit of competitive banter the day concluded with drinks and nibbles while the winning team was handed their trophy and raffle and auction winners receive their prizes.

Senses on the Green offers people the chance to take part in a feel-good fundraising event, which is a great networking opportunity, a fun team building exercise for employees or a thank you for clients.

Corporate Sponsorship and Business Development

During the year commenced the development of a Style Guide in association with Creative ADM. This has been initiated to investigate the branding opportunities of Senses foundation, bringing it up to date and more recognisable in the market place. Additionally, it will serve to unify the departments within Senses and enable our corporate image to appear constant in the public eye. We also commenced work on corporate folders and flyers which when finished, will show the new elements of the Style Guide and be utilised by all staff, organisation wide.

A conscious effort to boost media coverage this year saw us making inroads with some of the bigger media titles, and relationships with the journalists and our media liaison officer became much stronger. This resulted in a heavy media presence for Senses not only covering major events like Deafblind Awareness Week and Senses AHG Golf Day, but also for the publication of client based emotive stories, promoting the work that Senses undertakes in the community.

In an otherwise great year for the Fundraising Department our Corporate Sponsorship budget was not achieved and was down 74%. However, we have recognised areas of concerns, restructured the department and duties slightly to help the Business Development Manager achieve targets but also maintain and grow the other fundraising initiatives.

Human Resources

During the year the Human Resource function has managed to maintain its support and consultative function to other departments despite it being an extremely busy period with the considerable growth in client services. As a result with restructured the Human Resource function by increasing hours by 19 hours per week, via the employment of a HR Administrator reporting directly to the Administration Manager.

Towards the end of the financial year key HR statistics were started to be developed which can be used to analyse the Senses workforce and benchmark against other NFP agencies and industries. Some of statistics include, but not limited to:

- Turnover rates (voluntary v's forced)
- Staff numbers (broken down into contract categories, gender and age)
- Annual Salary figures for each person
- Absenteeism rate
- Lost time injuries
- Return on investment for training
- Time taken to recruit replacement (particularly for professional positions)
- Cost of recruitment

The idea of HR benchmarking is also high on the agenda of the NDS WA HR Subcommittee especially around salaries, which is currently being undertaken.

The process to develop a new Collective Agreement was started, and will be completed in 2011/2012.

We also started to investigate incorporating our values further into our recruitment and selection process. We engaged a consultant to assist us in refining our processes and documents that will assist us to identify individuals that share our organisational value and therefore move with us to achieve our organisational goals..

