

annual report  
**2020**



**Enabling Opportunities**  
**Empowering Lives**





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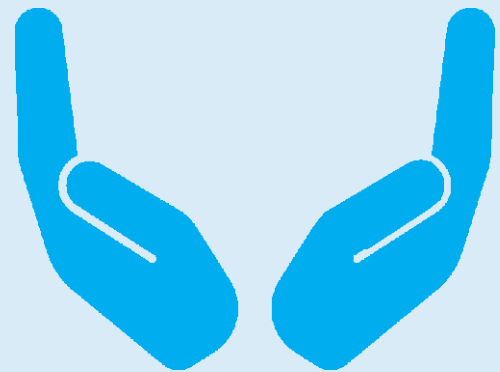
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**Vision Statement**  
Equality

“Our vision is to ensure that all people with disability live in a community where equality is a way of life”.



**Organisational Mission**  
To empower people with disability

“Our mission is to empower people by providing quality services that will meet individual goals and aspirations”.



**Thorndale Industries Mission**

To improve lives of people with disability

“Our mission is to improve the lives of people with disability through employment while engaging in meaningful work and to maintain a commercially sustainable business”.





# Board of Directors

Meet the 2019-2020 Board of Directors of the Thorndale Foundation.



**Cathy Gault**  
**Chair/Company Secretary**

Cathy is employed as a Hospital Chaplain and has been involved with Thorndale for the past 16 years



**Lisa Qiu**  
**Director**

Lisa is a Senior Associate at Coleman Greig Lawyers. Lisa specialises in employment and migration law, and brings to the Board a unique perspective in addition to her legal knowledge.



**Peter Tracey**  
**Director**

Peter has an extensive career in accounting and is a Partner of KPMG. He was a founding director of the McGrath Foundation and a director of the Crouch Foundation.



**Peter Smith**  
**Director**

Peter is a retired sales professional with extensive commercial and human resource experience.



**Mel Catania**  
**Director**

Melissa is the Chief Financial Officer of a large hydraulic engineering and construction company. Melissa brings to the Board a wealth of experience in finance and a business advisory capacity.



**Jan Caspers**  
**Director**

Jan brings many years of business and life experience to her role. She is an aunt to a resident in Thorndale's Residential Service and Thorndale Industries.



**Rob Wearn**  
**Director**

Rob is a community minded individual focusing his support to the greater Penrith area. Rob is the Managing Director of a local business.



# Executive Team



**Left to right: Vanessa Rosser, Commercial Manager; Kirti Godbole – Finance Manager; Mark Wilks – Operations/Business Development Manager; Louise Mooney – Chief Executive Office; Kelly Kean – People and Culture Manager; Trish Vella – Executive Assistant**

# Chair & Company Secretary Report



2019 – 2020 was a challenging year for Thorndale. These challenges caused us to reflect on the core values of our organisation and we came to the decision that we needed to make some changes to the Executive Leadership Team.

On behalf of the Board, we were delighted to welcome Louise Mooney as our new CEO. Louise brings a wealth of experience in the disability service organisations for over 17 years. We are confident that we will work together to strengthen and grow our NDIS services and options for our participants.

We said goodbye to Diane Keating after 36 years of service. Di was a big part of Thorndale and remains dear to our hearts. She committed herself to every role she held especially as Finance Manager.

Like many Residential Services it has been difficult to find participants that have had their SIL funding approved by NDIA and so we have carried a few vacancies for longer than we would have liked.

With the opening of our new Group Home, “Wisteria” in Cambridge Park we were able to provide a ladies only house for five of our residents who are enjoying it immensely. One of our ADE participants has also transitioned into our Residential Service and is settling in very well.

ADE has been a hive of activity for most of the year with a great atmosphere as you walk through the place with everyone busy. The lunch room is my favourite place because it looks like so many other work places with everyone chatting away discussing all the important things of life, like who has the best football team and what happened on TV last night. Coming to work gives us a great sense of being part of a community and Thorndale is such an important part of everyone’s life.

Sadly we lost Colin Sheppard (Gavin’s dad) and long-time member of Thorndale.

So with life going along with its normal ups and downs we were hit with Covid-19 like the rest of the world. It was something that we had never faced before and we had to make changes as a speed we weren’t used to but each of our divisions worked tirelessly to put plans into place that ensured everyone at Thorndale was safe.

As we all know there is so much fear around COVID-19 especially with all of our participants being in the vulnerable category, however every member of staff did the best to continue to provide the best care possible with the priority being keeping everyone safe.

This was made more difficult for our people who didn’t really understand why they had been stopped from going on with their

normal lives and were having to miss out on many activities they enjoy each week but staff did their very best and I want to thank them from the bottom of my heart.

We are still not through COVID-19 and the full impact still can’t be predicted but I am completely confident that we will come through still holding on to the basic values that Thorndale is built on that we have such a wonderful community of both staff and participants that will work together for the very best for everyone.

I would like to thank everyone for the extra effort that has been put in over a very difficult year and I know that we will make it through this together.

**Cathy Gault**  
Chair/Company Secretary



# CEO Report



I would like to firstly begin by thanking everyone for the wonderful welcome I received from all at the Thorndale Foundation. Everyone from the Participants, the Board through to the staff were warm and engaging.

What has impressed me most is the passion and commitment everyone has in supporting our Participants. Thorndale is a fierce advocate for the rights of the people we support and this is demonstrated clearly through actions, as well as words. Thorndale's mission "to empower people by providing quality services that will meet individual goals and aspirations" is very evident in all areas of our service operation.

The past 12 months has been a particularly challenging year for Thorndale. COVID 19 has presented everyone with enormous challenges, and like the sector as a whole, we needed to cease services to work out how we could support people safely.

I am truly thankful for the cooperation and flexibility of all concerned to get us back and operational as quickly as we could. Our Participants and their families worked with us to ensure that as the requirements changed, we were able to rapidly respond. We know at times this has been very challenging but we have all learnt an enormous amount about hygiene management and PPE!!

Thorndale has had to scale back the services we have provided and sadly we have had to put Thorndale Social on hold until COVID is under control. We will be using the time to develop a really exciting program for next year, we look forward to telling everyone about this soon.

We have had to also scale back the services we provide in our Leisure, Living and Life Skills (LLL) program. Whilst we are supporting most of our Participants, the restrictions have meant we have been unable to continue at the usual hours of support. We appreciated everyone's understanding around this.

Our Gardening Service was still operational during the restrictions imposed by COVID. We have had to drop the service down to one Gardening Crew only.

Over the past 12 months the world we work in has changed and is becoming more complex under the NDIS. The plans are changing and we have struggled a little to keep up with the resources we had in place to manage claiming.

Toward the end of the Financial Year, Tricia Vella was appointed to the role of Executive Leader NDIS Claiming and Corporate Services. Tricia will lead a team dedicated to ensuring our claiming happens in a timely manner and ensure all documentation required is completed.

The NDIS is now in its 4th year of operation and the role out has been completed. The NDIA are changing the way Supported Independent Living and Supported Employment are funded.

Our Participants in Supported Independent Living have just gone through a major review of their Rosters of Care and we look forward to seeing how the NDIS will fund their supports in the future.

Supported Employment will be transitioning to an hourly rate of support and will require us to have 12 week Programs of Supports that we will need to regularly review. We will be working closely with our Production Assistants and their families to commence transitioning to the new support structure next year.

Over the past 12 months there was considerable progress on the ADE Wage Determination Case with the Fair Work Commission recommending the finalisation of the proposed new Wage Assessment Tool. The intention of this new tool is it will replace all current Wage Assessment Tools, including the Mai Wel Tool that we use to assess our Supported Employees.

The Advocates have appealed the Fair Work Commissions decision and the matter has now been raised with the Federal Court, hearings are to be held in November 2020. Pending the outcome of the Federal Court Hearing, the trial of a new Wage Assessment Tool will hopefully commence next year.

For the past few years, Thorndale has been focused on the transition to the NDIS and continuing to provide quality services. We have performed well and our service offering is evolving to meet the needs of our Participants. We have taken a very rational and sensible approach to growing our services, expanding cautiously.

Over the next 12 months our focus will be on building our processes, systems and capability. We will improve on our governance and safeguarding practices to ensure the highest quality of services. All are critical for us to get right as Thorndale looks at our service offerings in the future.

Thorndale is entering an exciting period of time. Early next year we will be developing a new Strategic Plan and direction for Thorndale. In doing so we will be seeking input from our Participants, their families, staff and other people engaging in the work we do. We will be exploring innovative ideas and looking to develop new service offering that will meet the changing needs of our Participants and enhance their lives.

I would like to thank the businesses and individuals who support Thorndale. Your contributions throughout the year are greatly appreciated and make a genuine difference to the supports that we provide to the people in our community.

Finally, Thorndale would not be able to deliver the services and supports for people with a disability in our community without an excellent team. I would like to thank the staff, including the members of the Executive Leadership Team for their ongoing commitment, their passion and their hard work during this very challenging year.

I also thank Cathy Gault and other members of the Board who continue to volunteer their time and energy to drive Thorndale in this demanding environment.

**Louise Mooney**  
CEO



# Thorndale Industries

Employment at Thorndale is so much more than just a job.

It's a supportive community that helps enhance people's health and wellbeing and provides opportunities to meet new people, building lifelong friendships.

With a clear sense of purpose, our Employees proudly support over 30 commercial customers every year with warehousing, packaging and labelling services.

Our Gardening Crew provide maintenance and lawn mowing services to over 51 Commercial and Private Customers every year.

Thorndale's dedicated team are focused on our Employees careers. We provide quality training and skill development opportunities for people to take their careers to the next level.



## Ellie's Training Journey

When Ellie started at Thorndale Industries she was shy and quiet but with the regular training provided it has encouraged her to interact and build on both her employment and personal skills. Engaging Ellie in training on topics such as Safety in the Workplace, Health and Hygiene, Work Health & Safety, has been the key to this growth.

During a recent group training session on safety and hygiene she had been observed as a quick learner, as she was actively participating during the training and shared her knowledge around area's such as hand washing and sanitizing. She could demonstrate good examples of

social distancing such as maintaining a safe gap of 1 meter, between employees, when on the production floor and no hand shaking or hugging at work. Ellie was able to provide solutions to these concerns as well, by advising that when we see our friends we can greet them by waving or elbow shaking. Ellie is not only a quick learner she is also a strategic thinker who can come up with several solutions to a problem.

Ellie will continue to work with Sana to continue to build skills in all areas of her employment. Ellie said "I like working with Sana she teach's me new things in my job."





# Leisure, Living & Life Skills (LLL)



**Thorndale's Leisure, Living and Life Skills program has developed significantly over the past year by expanding and increasing our options enabling us to tailor programs to the needs and goals for our participants.**

Our staff hold regular meetings with carers and guardians to ensure we are doing the best we can to meet our Participants needs and provide the support they require.

This year, through our programs, Participants have been introduced to new life skills such as sewing, advanced art and craft, wood working and creative writing. Participants have also continued to enjoy our traditional programs such as cooking, dancing, fitness and community outings.

Community outings are always popular with the favourites being bowling, lunch outings (picnics and cafes) and swimming.

Thorndale is also connected with external services such as Sailability enabling us to offer our Participants a variety of different opportunities.

Our dedicated staff continue to focus on developing our Participants living skills in a variety of ways from counting money, which assists with maths to peeling and cutting vegetables, which assists with hand eye coordination and well as fine motor skills.

The aim of the program is to assist all Participants to achieve their NDIS goals throughout the year in a happy, joyous and safe environment.



## Brandon's Story

Brandon started at Thorndale as a workplace student 2 years ago. During this time, Brandon has worked on his numeracy and literacy skills which has assisted him in his day to day life at home. Brandon has increased his communication skills which has enabled him to communicate his needs and wants to staff and his peers.

This has also helped him to develop and communicate more with his fellow peers resulting in some wonderful friendships.

Brandon enjoys art and craft, swimming and assisting staff to set up daily programs. Brandon also attends our Thorndale social Group. His favourite outing has been 'Aqua park' at Cables wake park.







## Residential Services

**Thorndale has 5 purpose built homes to enable people with a disability to live a fulfilling holistic life with professional staff to support them.**

Here at Thorndale our residents are able to live in the home of their choice. Our residential homes offer a fantastic opportunity for residents to live with a diverse mix of other people in a safe and inviting environment, this will assist the person to meet their social needs maximise their independence to be able to reach their full potential. We provide assistance with every day aspects of life to residents to empower them to lead an independent life and support the choices they make.

We believe that people with a disability have a right to live their lives to a standard as the general community. All of the Thorndale homes

are situated around the Penrith/Nepean/ Western Sydney area and are purposely built to accommodate each resident's individual's needs.

Our service offers support from a range of professional support staff 24 hour, 7 days a week support as required. Residents are encouraged to provide suggestions and feedback to the general day to day running of the house. Residents are encouraged to engage in a range of community access including social events, holidays and employment within the area to suit the individual's needs.



### Steven's Journey

In December 2019 Vicky (Steven's Mum) approached Thorndale to ask about any vacancies we had at our residential homes as she was interested in Steven being able to move out of his family home and transition into one of our homes.

With this we started the process with the NDIS and Steven's funding was accepted for the transition into one of our group homes in June 2020. Steven is now on a new journey in supported independent living in one of our residential homes.

Steven could not wait to set his room up with his personal items. With photography being Steven's favourite hobby, he has his own set-up with his PC and printer ready to create and design his own pictures and making them into posters.

Steven attends his place of employment 5 days a week and is looking forward to engaging in community outings and social events in the future.





# School Leavers Employment Support (SLES)

Our SLES in 2020 has been a great learning experience about changes in the work place.

Due to the COVID-19 pandemic and the fast changing health advise our normal SLES course was unable to run as per program which meant we needed to adapt.

Our formal learning location ceased all operations, all external site visits and planned outings were cancelled. We embraced the changes by doing onsite learning in a classroom setting, training on various topics including adapting to changes in the workplace and the community, PPE, your

personal safety and maintaining a safe working environment for all.

This change split SLES into 2 groups working on alternate weeks, again we embraced this change by working hard to stay focused and on task with our learning. We are now pleased to have our program re start in time to plan a breakfast pop up kitchen.

SLES have enjoyed all aspects of planning the pop up kitchen, using our training to ensure this is a COVID safe event.



## Thank you to our Volunteers & Donors

It is with the valued support of loyal volunteers, organisations and members of the community that help Thorndale continue to provide services.

### Volunteers

- |  |   |   |
|--|---|---|
| <ul style="list-style-type: none"><li>• Australian Christian College</li><li>• Cambridge Park High School</li><li>• Casuarina High School</li><li>• Cecil Hills High School</li><li>• Chifley College Senior Campus</li><li>• Dunheved Chifley College</li></ul> | <ul style="list-style-type: none"><li>• Junior Campus</li><li>• Erskine Park High School</li><li>• Halinda School</li><li>• Jamison High School</li><li>• Kingswood High School</li><li>• Kurrambee School</li><li>• Niland School</li><li>• Penrith Valley School</li><li>• Rowland Hassall School</li></ul> | <ul style="list-style-type: none"><li>• St Paul's Grammar School</li><li>• Taylor Leggatt</li><li>• The Ponds School</li><li>• Windsor High School</li><li>• Wollemi College</li><li>• Xavier College</li></ul> |
|--|---|---|

### Corporate Partners

- |  |  |  |
|--|--|--|
| <ul style="list-style-type: none"><li>• ASP Health-care</li><li>• Faber-Castell</li><li>• Jaybro</li></ul> | <ul style="list-style-type: none"><li>• Sue Ismiel &amp; Daughters</li><li>• Studor</li><li>• Plastiflex</li></ul> | <ul style="list-style-type: none"><li>• Trademark Print</li><li>• ASP Plastics</li></ul> |
|--|--|--|

### Gold Donors

Judy Ling  
Elaine C Braggs





# Financial Review

The below information and graphs have been prepared using the audited financial accounts.  
A full set of accounts is available upon request.  
Financial Auditors: Berger Piepers Chartered Accountants.

## Financial Position as at 30 June 2020

Current Assets	2020	2019
Cash and Cash Equivalents	3,769,277	2,494,789
Trade Receivables	964,167	612,023
Other Current Assets	597,097	490,653
Total Current Assets	5,330,541	3,597,465
Non Current Assets		
Property, Plant and Equipment	7,759,772	7,556,588
Right of use Assett	470,963	0
Total Non Current Assets	8,230,735	7,556,588
TOTAL ASSETS	13,561,276	11,154,053
Current Liabilities		
Trade and Other Payables	301,017	172,632
Provisions	438,919	463,533
Lease Liability	156,988	0
Other Current Liabilities	1,338,537	602,144
Total Current Liabilities	2,235,461	1,238,309
Non Current Liabilities		
Provisions	54,947	28,393
Lease Liability	313,975	0
Total Non Current Liabilities	368,922	28,393
TOTAL LIABILITIES	2,604,383	1,266,702
NET ASSETS	10,956,893	9,887,351
Accumulated Funds		
Reserves	3,722,447	3,722,447
Retained Earnings	7,234,446	6,164,903
TOTAL ACCUMULATED FUNDS	10,956,893	9,887,350

## Consolidated Performance

Thorndale recorded a surplus of \$1,069,542 for the Financial Year 2020

## Profit/Loss

Income	
Commercial Sales	537,167
Rental Property Income	478,421
Fundraising	6,734
Fees	351,327
Other Income	211,097
Government Funding	7,569,442
Total Income	9,154,188
Cost of Sales	
	0
GROSS PROFIT	
	9,154,188
Expenses	
Employment Costs	6,734,143
Property & Utility Costs	828,736
Travel & Motor Vehicle Costs	149,842
Operating Expenses	395,297
Total Expenses	8,108,018
OPERATING PROFIT	
	1,046,170
Other Income	
	23,372
Other Expense	
	0



