



# FAIRHAVEN SERVICES

ANNUAL REPORT  
2012-2013

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## **VISION**

To be the best provider of a diverse range of programs and services for people with disabilities throughout their adult life

## **MISSION STATEMENT**

To develop and sustain a range of businesses and services to provide employment and empowerment opportunities to people with disabilities to enable them to reach their highest potential and quality of life.



## OUR SERVICES

### Fairhaven Community Services

Our community service provides diversified support options including independent living, Group Home accommodation and 24/7 supported accommodation living at Kincumber, Davistown and Ettalong. Partnerships with Lifestyle Solutions and Sunshine Homes enable the delivery of Life Choices and Active Ageing programs.

Further partnerships have been arranged with Northside Enterprises, Chatswood Industries and negotiations are currently being held with Coastlink to strengthen our ability to deliver services required by members of our community.

A key focus is on supporting capacity building, skill development and support to achieve each person's individual person-centered goals.

#### Employment

With a range of businesses including packaging across two factory sites, laundry and linen services, re-use and e cycling and arts and craft, the Fairhaven Group provides supported employment to 150 workers. Our supported employment service is the largest on the Central Coast and in addition attracts an average of 35 students and school leavers each year in work experience programs.

Pacific Co Pack our Australian Disability Enterprise (ADE) provides a range of packaging services to international and local manufacturers of food products.

As the only contract packager of organic foods on the Coast, we service customers from Western Australia to Queensland.

We also package cosmetics, veterinary products, electronic and computer accessories and pet food. Our Central Coast Laundry customers include large resorts on the Central Coast and Newcastle, motels, hotels, restaurants and local clubs.

With a passion to reduce our impact on the environment, our Xanadu re-use and e cycling program not only reduces landfill but provides a service to the community through affordable pre-loved and recycled furniture and equipment. Fairhaven Arts and Craft is a unique program which extends to the greater community. It provides classes by renowned local artists in water colour painting and a range of craft. A partnership with Vision Australia provides training and support to people with vision impairment who are interested in painting and creating craft.

Our affordable Opportunity Shop provides a range of pre-loved clothing, equipment and brick a brac. Managed almost entirely by volunteers this service to the community is widely acknowledged as a saving grace to those in need in the community.



## Chairperson's Report

Welcome to all our Fairhaven extended family.

The financial results for this year reflect an outstanding contribution by one and all within the organization. I would like to thank you all for the dedication and commitment you have shown to Fairhaven to underpin such a turnaround in our financial position.

We have faced some very challenging situations during the year and the decisions taken, now reflected in these results, have set the organization on a firm base to see an even better result in 2014.

It is particularly pleasing to see that after very long and protracted negotiations we will see the redevelopment of our Kincumber Lodge and a completely new residence at Booker Bay. These facilities will be modern, state of the art home style accommodation the anyone would be envious of.

I would again like to thank the Board members who dedicate their time dealing with the strategic position of the organization, the staff that support our wonderful group of workers and in particular our CEO, Jim Bultjens, who puts in more time and effort the harder the conditions get. We are indeed lucky to have Jim as our head.

I hope you, as I do, look forward to what Fairhaven will be our the next few years as we transition to a new and vibrant organization as we understand the NDIS and it's impact on how we run our business, the new look for our Residential Services that conform to the Disability Standards and more exciting changes that may occur in the years ahead

Peter Atton  
Chairman



(L-R) Jim Bultjens, Donna Bevitt, Rhonda Forster, Carlie Belgre, Michael Hales, Peter Atton (Chairman) and Diane White at Fairhaven's 50<sup>th</sup> anniversary dinner

## Chief Executive Officer's Report

The 2012–13 financial year saw the exciting celebration of 50 years of service to the community in November 2012. The year gone presented varied opportunities, frequent challenges and sustained anticipation with the significant changes occurring in the disability sector.

The review of our management structure, additional compliance requirements and the consolidation of our business activities occupied most of the time of our small management team.

With the need to accomplish a massive turnaround of our financial performance from last year, two key management positions of Financial Controller and Factory Manager were made redundant early in 2013. Additional investment in machinery and equipment in Pacific Co Pack was made in order to improve productivity and accommodate the needs of our newer customers.

The turnaround in financial performance from last year was significant. We successfully completed for the eighth year in a row, external certification that benchmarked our performance against the national disability service standards. The audit report noted best practice in a number of areas. In addition we successfully achieved compliance against the ISO 9001/2008 standards in Quality Management in our factory operations for the seventh time in a row. We also achieved compliance against the food safety standards under the Hazards and Critical Control Point (HACCP) accreditation and Australian Organic Certification.

Continued growth in the past year enhanced our ability as a leading provider of services, however it also presented some challenges.

Some of our internal systems haven't adapted to our growth as quickly as we would have wanted and the diversity of our businesses has created a few challenges in communication and engagement with staff and our stakeholders.

Our Opportunity Shop, the solid bingo and cash housie sessions, the markets and our annual fete, together with a range of interesting fundraising events assisted us in financing the various activities that Fairhaven is committed to providing for people with disabilities on the Central Coast.

I list below the key outcomes achieved during the year against the broad strategic objectives set in the revised strategic plan in 2013.

Secure the sustainability of Australian Disability Enterprises (Pacific Co Pack);

*Good progress made in securing approx 46% increase in sales revenue over the previous financial year. The risk of reliance on three major customers was reduced from 90% of total sales to 79% of total sales through securing new customers.*

*Capability review and Benchmarking project in Pacific Co Pack finalized. CEO leadership series training sessions for all staff continuing in order to improve profitability and increase revenue.*

*CRM system now in operation within PCP. Successful new business generated from having exhibition stands at Sustain and Lunch expos in Sydney.*

Work towards optimizing operations in Central Coast Laundry and continue plan to achieve profitability;

*2 x 2 year License agreement negotiated with independent laundry operator with lease*

*agreement for a 2 x2 year period commencing 1 September 2013 . Continuing losses in this business unit prompted a review of the future of the laundry business.*

Expand our Community Service operations and complete residential redevelopment at Kincumber;

*Following extensive negotiations with stakeholders, \$5.07 million project approved by ADHC. Booker Bay property secured and set for construction in December 2013. The Kincumber project will commence in June 2014.*

*Following several funding applications and negotiations with ADHC, we were approved as a service provider to conduct Life Choices and Active Ageing Programs on the Central Coast. This is an area we have been trying to get into for many years and having got approval is a major win for Fairhaven.*

Redevelop the Point Clare site with a range of uses, including: Corporate HQ; Residential aged care; Other uses to be identified;

*Negotiations still continuing with Lands and Property Management Authority (LPMA) regarding tenure of proposed over 55's retirement facility to be developed. LPMA is working on a Deed of Agreement.*

Achieve the sustainability of Xanadu;

*Business plan to commence e cycling and re-use program completed. Several funding submissions lodged for establishment funding. This business unit is now operating at a small profit and employs two supported workers.*

Develop strategic alliances to leverage existing operations.

*Made presentations at and regularly attended meetings of the following: Not for Profit Cluster*

*Group; Enterprise Connect Manufacturing; Central Coast Innovation Project; Central Coast Social Enterprise Group. Regular meetings with Regional Development Australia, NSW Business Chamber, National Disability Services and other strategic allies. Work is progressing towards a formal MOU with Coastlink and Northside Enterprises.*

The many accomplishments that were made during the year would not have been possible without the hard work of all our workers, the board and our management team. I thank my senior management team comprising Donna, Janie, Jodie and Ken for their persistence and commitment in living the mission of this organization. I am most grateful for the generosity of the many donors and sponsors of our various fundraising events and our awesome volunteers, customers and suppliers.

Fulfilling the objectives we set ourselves to accomplish during the past year has been a challenging and rewarding task. I am positive that much work has been done to secure the future of Fairhaven through exciting projects such as Serendipity, our Arts and Craft Project, Xanadu, our exceptional Opportunity Shop, our e cycling and re-use centre and many other initiatives that provide meaningful employment for the many people with disabilities we support throughout the year. Once again I thank all our stakeholders for their contribution towards making Fairhaven a safe and reputable organization in serving the needs of people with disabilities.

Jim Buultjens BA (Hons); MMgt;  
FAAIM  
Chief Executive Officer



## PEOPLE ACCESSING OUR SERVICES

### Allocation of Government funds and grants

During the year in review, Fairhaven Services received funds and grants from various government agencies for specific services, training and programs for people with disabilities and the wider community.

Funds are allocated to target areas requiring support and training. Expenditure of funds is monitored by service managers in accordance with contractual arrangements identified by the funding bodies. Fairhaven Services' accounting is monitored by a contract Accountant who has a CPA qualification. An automated accruals system of accounting is in operation which is audited by Bishop Collins Chartered Accountants each year. We also engaged BSI Management systems to review and audit our compliance against the National Disability Service Standards which were found to be compliant.

Fairhaven Services is contracted to deliver a range of services on behalf of the Australian Federal and NSW Governments. Please see details below which indicate the funding received from these sources.

During the year we provided 16,602 support hours to our residents across our four supported accommodation sites and to one supported living fund package recipient. We also provided 187,760 hours of support to our 150 employees with a disability across our ADE packaging and laundry operations.

Other funding received included:

Major sources of revenue included:

- ADHC Funding: \$1,026,877
- FaHCSIA Funding \$1,298,546
- Residential Service Fees \$320,887
- Pacific Co Pack Sales \$1,939,963
- CC Laundry Sales \$1,471,415
- Fundraising Income \$287,566





## **BOARD OF DIRECTORS & GOVERNANCE**

### **Directors**

#### **Mr Peter Atton – Chairman**

Peter was elected to the Board in 2009. He has owned his own business on the Coast for the past 7 years following an International career in marketing in the computer industry. Peter is Vice President of Riding for the Disabled and is an active coach for the organisation.

#### **Mr Barry Mc Donald – Vice Chairman**

Barry has been a member of the board since 2004. He was formerly the Managing Director of Albany International Ltd. He is currently a Director / Secretary of Gosford City Rotary Club and a fellow of the Australian Institute of Company Directors. He has previously held a number of positions assisting community organizations in a voluntary capacity.

#### **Mr Ray Clark Clarke - Director**

Ray has served on the Board since 1996. Since his appointment, he has served as Honorary Treasurer for 11 years. Ray was the Overseer/Foreman responsible for the construction of the Ourimbah to Berowra expressway with the then Department of Main Roads and later the Foreman in charge of road construction for Gosford City Council.

#### **Mr Rod Chippindale – Hon Treasurer**

Rod was elected to the Board in December 2011. He is a Certified Practising Accountant (CPA), Registered Tax Agent, Registered Company Auditor, Financial Planner (Count Financial Services) and the Treasurer & Director of Woy Woy Bowling Club Limited. He commenced his Accountancy Practice in 1973 by opening an office in Newtown. Prior to this he worked for Bayer, Allied Mills & Pioneer Concrete. In 1991 he purchased WT Martin & Associates in East Gosford and has been in this practice for 20 years.

#### **Mrs Diane Dales – Hon Board Secretary**

Diane was elected to the board in 2004. She has extensive commercial experience having managed her family business in Bookkeeping Services. Diane has held the position of Vice President of the Gosford Public School and

Vice President of Henry Kendall High School. She has served on a number of Sunset committees of Gosford Council and has held positions in a number of community organizations on the Central Coast.

#### **Mr Peter Hale – Director**

Peter was elected to the Board in 2008. He is the CEO of FORTO, the NSW Forum of Regional Tourism organisations and is a respected businessmen and community leader. He has extensive management experience across the tourism, hospitality, development and social sectors and has supported many organisations, including the Salvation Army where he was Chairman of the Red Shield Appeal. Peter spent almost 23 years at the helm of Ettalong Beach Club extending his skills to Central Coast business, industry and the community.

#### **Ms Anne Maree Daly – Director**

Anne was elected to the Board in May 2011. She has a BSc from UNSW and a Grad. Dip. in Occupational Therapy from the Cumberland College of Health Sciences. She has been an Occupational Therapist for 33 years working in the disability sector through Public Health, Department of Education Support Unit and non-government organisations. Anne has worked for the Cerebral Palsy Alliance (formerly the Spastic Centre) for 23 years and is currently employed as a Family and Individual Support Worker.

She has served on the Executive of numerous local community bodies including Technical Aid for the Disabled,

Gosford Occasional Child Care, local schools and sporting bodies. She was a former director of Fairhaven between 1985 and 1987 and is the sister of an employee and resident of Fairhaven Services.

**Mr Walter Hammer – Director**

Walter was elected to the Board in 2009. He served 21 years in the Royal Australian Navy specialising in electronics. Following that he was Factory Manager of packaging companies in Gosford and Sydney. Walter was also the Manager of a local hospitality business for 10 years. He has been self employed as an electrical contractor for the past 4 years. Walter is a Member of Gosford City Rotary and past member of Gosford Rotary.

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**Ms Margaret Zahra – Director**

Margaret was appointed to the Board in 2012. Margaret is a Solicitor and Advocate in the Criminal Justice System in New South Wales. Since May 1987, Margaret has been employed by the Director of Public Prosecutions in Sydney and Gosford. In 1993 she was Senior Solicitor with the Legal Aid Commission in Newcastle. Since 1993 she was Solicitor in Charge of Local Courts, Newcastle and is currently Solicitor Advocate.

**Mr Jim Buultjens - CEO/Company Secretary  
Non-voting Director**

Jim was appointed CEO in October 2004. He was previously the CEO of the Lorna Hodgkinson Sunshine Home in Sydney; CEO of Ability Options Ltd in Sydney and Regional Manager for the Anglican Retirement Villages.

He was the Charter President and Past Treasurer of the Gosford City Rotary Club and is a Director of Evergreen Life Care and Cancer Care Australia. Jim holds a Master of Management degree and an Honours degree in Economics. He is an Affiliate Fellow of the Australian Institute of Management and a member of the Australian Institute of Company Directors.



## Governance Structure

Fairhaven Services is governed by a voluntary Board of Directors. Corporate Governance policy and procedure indicating how Fairhaven as an organization is directed, controlled and held to account is current and subject to regular review by the board. A Corporate Governance committee which is a sub-committee of the board meets bi-monthly to review risk, policy and procedure. Accordingly a range of board approved corporate governance and risk management policies is in operation which provide reasonable assurance to the board and senior management that the organization's objectives will be achieved within a tolerable degree of risk.

Regular board development sessions using external facilitators are conducted by the board covering topics including corporate governance, financial management and strategic planning. Board members attend the Better Boards conference and other conferences to assist with continuous improvement. Directors are recruited in relation to identified skills and expertise to ensure the effective governance of the organization. The Board met 12 times during the year.

Other sub committees of the Board include a Finance Committee, Workplace Health and Safety Committee, Residential Services Committee and a Remuneration Committee. A Quality Management system accredited to ISO 9001/2008 is in operation together with accreditation in Hazards and Critical Control Point (HACCP) safety in food handling in our packaging division. An external certification scheme under the Joint Accreditation System of Australia and New Zealand (JAS-ANZ) is in operation with regular annual audits carried out. This system also measures our performance against the Disability Service Standards.

Pacific Co Pack, our packaging division is also accredited under the Australian Organic Certification as a packager of organic products. Fairhaven Services is committed to quality assurance and continuous improvement across all its operations. Internal audits are carried out by the Quality Assurance team.



## OUR PEOPLE MANAGEMENT TEAM

Jim Bultjens — Chief Executive Officer/Company Secretary

Donna Bevitt — Corporate Services Manager

Jodie Frost- Foster — Business Manager

Janie Cruickshank — Manager Community Services

Ken Miller - Laundry Manager





## ORGANISATION HISTORY

1962 – Commenced operations

1964 – Opened the first School for people with disabilities in Gosford

1974 – Opened the first activity Therapy Centre at Point Clare

1981 – Opened Kincumber Lodge for 16 residents

1982 - Independent cottage for residents opened a Kincumber

1983 – Started employment via Business Services

1984 - Challenge Electronics factory opened at Woy Woy

1991 – ‘Studio One’ screen printing business opened at Woy Woy

1993 – Independent house for 5 residents built at Ettalong

2002 – Opened 2000m<sup>2</sup> Tuggerah plant.

2005 – Opened a respite centre in Kincumber

2006 – 95 employees with a disability completed Certificate 11 and 111 training in warehousing and distribution

2007 – Established registered training organization – Focus Oze Learning

2007 - Purchased Central Coast Laundry at West Gosford

2008 - Rebranding of packaging business to Pacific CoPack

2009 – Won National Innovation ADE Excellence Award for Australian Disability Enterprises

2010 – Opened new 1,000 m<sup>2</sup> factory at West Gosford and relocated laundry to West Gosford

2011 – Opened Xanadu Re-use and e cycling centre

## ACKNOWLEDGEMENTS

Fairhaven Services Ltd acknowledges with thanks the support provided by our generous donors, family members, friends and government agencies during the year. We also acknowledge with thanks, the funding grants provided by the following government agencies:

- Commonwealth Department of Families, Housing, Community Services and Indigenous Affairs
- NSW Department of Family and Community Services

Fairhaven Services thanks the many customers of our Pacific Co Pack Business and Central Coast Laundry for their kind patronage during the year. We especially thank our dedicated group of volunteers who assist us in our Opportunity Shop, Bingo and Cash Housie sessions, the Markets and Fete, our Pt Clare site, Ettalong and Kincumber site maintenance and Xanadu, our reuse centre.

We also thank the Central Coast community for their support of our Opportunity Shop, the Fairhaven Fete, charity markets and other fundraising initiatives including Club Bingo and Cash Housie.

Several local clubs have been generous in providing Fairhaven the funds to complete a number of projects through the Community Development Service Expenditure (CDSE) scheme. We thank them sincerely for their support of our local charity.

Special thanks also go out to our generous cash donors and the many sponsors and suppliers of in-kind gifts and goods supplied for our fundraising events.

Contact us:  
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**Fairhaven**  
**Services**

*Ensuring disability is no boundary.*