



**SHAPINGOUTCOMES**

Here to support children thrive, connect & belong



# 2015 Annual Report

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# About Shaping Outcomes

We are a non-profit community organisation managed by a Management Committee consisting of parents of children with disabilities and/or developmental delays and community members.

Shaping Outcomes has been providing early intervention services to the Tweed community since 1981, through government funding and the support of local businesses and community groups.

Research supports starting intervention services in infants and young children as early as possible and is most effective in supporting the development of children who have a disability or who are at risk.

Shaping Outcomes services and staff are child and family-centred, aiming to provide flexible options that are offered onsite, in the homes of our families as well as in other vital everyday settings in the children's life, such as a preschool or day care centre.

Our staff have extensive work experience, are all professionally qualified as Early Childhood Intervention Inclusion (ECII) Key Worker Specialists and Early Childhood teachers, and have obtained additional training in various fields including autism and non-verbal communication.

**Shaping Outcomes provides early intervention services for children with disability and/or developmental delays and their families. We have a family-centred flexible approach.**



# Family Story

We love to hear families tell us their story and listen to their experience with Shaping Outcomes. It means a lot to us to be able to share these with other families and our community. They demonstrate the strength and hard work put in by the children and their families who attend our service. Inspiring other families to keep going and helping reinforce the commitment from our local community in our organisation.

Ange and her partner Kate are the parents of two boys, William (7) and Cohen (5). It was through Kate's involvement with Tweed Heads Rotary club that they heard stories from other families and got a good insight to what Shaping Outcomes was all about. Ange and Kate both agreed their son Cohen would benefit greatly from being involved in the early intervention program. Cohen has now started his first year at school and Ange kindly agreed to share their experience with Shaping Outcomes.



“Cohen and I were involved with Shaping Outcomes last year in 2015 for 3 terms. Cohen attended the Social Communication Group for kids transitioning to school. Shaping Outcomes worked with Cohen to help get him ready for the schooling environment and he benefited from these sessions immensely.

While Cohen attended these lessons all the parents met in the family room and it was here that I learnt a lot about organizations that could help Cohen and I

got to speak with other parents and hear about their situations which was helpful. Most of these sessions included a guest speaker who would speak with us about various things regarding our children and their day to day lives. These sessions sparked many ideas and thoughts for me.



Throughout Cohen's time at Shaping Outcomes, I worked with our Key Worker Specialist Denise regarding Cohen's behaviour, and we participated in the triple P parenting program. She helped Kate and I construct positive pathways for Cohen in his home and surrounding environments. Denise always had a calming influence with Cohen and he always responded quite well to her. She cared for his well-being and he has come far because of it.

The greatest achievement for our family from attending the service is that Cohen was READY. Cohen was helped to the point where he was really ready to go to school. Both emotionally and physically. Since starting at Shaping Outcomes, he is now able to self-regulate better. He isn't so quick to meltdown now. He understands how his moods are with the feelings thermometer. His fine motor skills are coming along really nicely and he can sit at his desk engaged in activities just as well as the other kids. Sometimes if not better.

If there is one thing I wish someone had told me when we started with Shaping Outcomes is to enjoy it while you are there. Just knowing you have someone who you can email and chat to about issues with your child was comforting. Take in every bit of information you can and let the team at Shaping Outcomes help you 😊

This service is incredible and I really appreciate the work they do. It helped my family a lot. Cohen is doing wonders already in school. I spent the greater part of the year, last year preparing for this year with Cohen entering school. I have no doubt that without Shaping Outcomes we would have been a lot less ready. From helping Cohen directly in the group sessions, to coming with me to meetings with the school and helping me think of things. I really can't thank this service enough."



Ange Higgins



# Philosophy

Our goal is to provide a supportive learning environment so that the children and their families feel comfortable and supported so they can thrive, connect and belong.

## Vision

Children with disabilities or developmental delays and their families are supported to have quality of life, and are embraced by their communities.

## Mission

As a leader we provide innovative and quality practices to support children with disabilities or developmental delays and their families and thus build inclusive communities that enable children to thrive, connect and belong.



# Values

## TRUST

Every child, family member, community member, colleague and practitioner will be treated with respect, empathy and dignity. We value the role of families in deciding what is in the best interests of family members.

## EXCELLENCE

We believe all family members have strengths and the ability to grow. We use innovative, evidence-based practices that are solution focused. We support continuous learning for our staff and promote working together.

## WELLBEING

We commit to ensuring the wellbeing of children, families, staff and community.

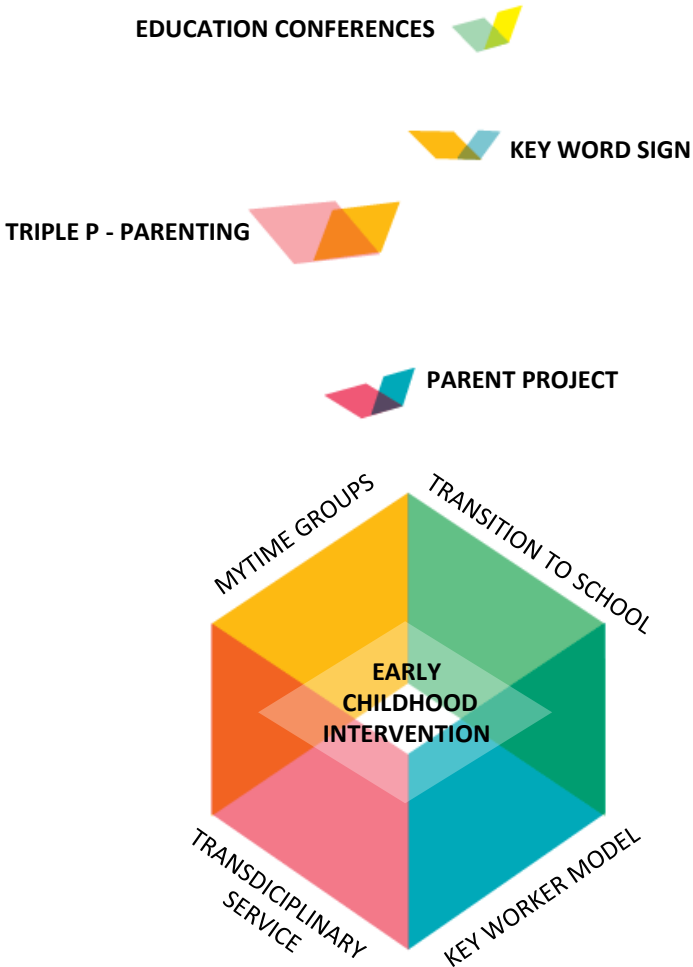
## CHOICE

We create collaborative partnerships by offering choice and flexibility. We share knowledge to support participation, and our practices are based on each family's goals and priorities.



# Services

The services we offer provide strategies to help children learn new skills, prepares and supports children for the move to school, provides whole family support and guidance, tracks children's progress against goals set by families and includes individual plans for your child.





# Shaping Outcomes Strategy

Shaping Outcomes put in place five strategic goals in 2013 to ensure our longevity through the upcoming NDIS changes. We have been working towards these goals since then and we are looking forward to reviewing our progress on these goals and setting new ones at the end of 2016.



# President's Report

2015 was a year that held a number of challenges for the Tweed Valley Early Intervention Childhood Service Inc., a year that started somewhat awkwardly, but I am happy to report, ended strongly with a bright and encouraging future.

There is a new Management Committee with an 80% representation of Parent members and 20% Community members, with 75% of the executive positions being held by Parent members. This is a significant shift from the former committee to ensure that Shaping Outcomes strategy and interests are invested in the service and support of families and children.

We have been busy rebuilding relationships and support within the community and I would like to acknowledge the support of all of families, our financial and community partners who continue to believe in our service and its commitment to the Tweed Coast and families with alternate needs.

We have held strong community relationships for nearly 3 decades with Rotary, CWA Patchwork Quilters, Twin Towns, Mark Bolster (Honorary Solicitor) and many more, who have stood with us this year as we addressed the management issues around our service. We cannot thank them enough.

2015 we have also initiated a full constitutional review that has allowed us to bring our service more in line with modern day practices and procedures and further securing the governance infrastructure around TVECIS.

**The Management Committee also initiated a full constitutional review that has allowed us to bring our service more in line with modern day practices.**



We are looking forward to 2016 with excitement, as we continue to sharpen the vision and provide strategic planning for 2016-2019, we are already working strongly towards the NDIS readiness and how our families can make the most of this new landscape. We will also look at the opportunities for relocation as the Tweed Hospital moves forward with its expansion plan, these are great days and we have an exciting future.

Thank you to the new management committee for your commitment and passion to our service, to Jan and the staff for their tireless efforts to ensure we have the best quality service in Northern NSW and to you our families, you are a joy and a pleasure to serve.

Yours Sincerely

A handwritten signature in black ink, appearing to read 'Col Usher', with a long horizontal flourish extending to the right.

Col Usher, President



# Executive Officer's Report

These are challenging times for the disability sector as we face unprecedented change with the rollout of the National Disability Insurance Scheme (NDIS). The sector reform includes the transition from centre-based block funding to a national framework where funds are allocated to individuals based on their identified needs. As a not-for-profit, not only do we need to remain responsive to change but we must also anticipate the consequences of a shifting operating environment. Whilst the reform is intended to drive innovation and accountability to give better results, this poses challenges to Shaping Outcomes as we assume more risk.

**2015 has been a year of continuing the momentum started in 2014 in our organisation's preparation for the NDIS.**

To ensure our financial sustainability and adaptability, Shaping Outcomes has formed a partnership with Byron Shire Early Childhood Intervention Service Inc., now trading as Shaping Outcomes Byron. Having worked closely with Shaping Outcomes Byron for many years as members of the Far North Coast Early Childhood Intervention Services Collegiate (FNC ECIs), our two services have been well aligned in both service delivery and philosophy. Whilst remaining as individual incorporated associations, the collaboration is enabling operational efficiencies, improved program management, professional development and enhanced branding for both organisations.

2015 has been a year of continuing the momentum started in 2014 in our organisation's preparation for the NDIS. We've made significant progress in the delivery of the transdisciplinary program employing an additional two Key Worker Specialists to manage demand, and have assisted 47 families. We have also undertaken the lead agency role across the FNC ECI Collegiate, managing 141 packages.



Our core service of early intervention (EI), as with all our services, is built on current research and best-practice led by our recently appointed Research and Development Key Worker. This ensures that Shaping Outcomes continues to deliver high quality, progressive services. In the 2014/2015 financial year our service supported 430 families, including an additional EI program to support 20 waitlisted families.

In 2015, Shaping Outcomes also provided support to parents and carers through the *MyTime* playgroups, *Triple P Stepping Stones* groups, *Key Word Sign* workshops, and *Being NDIS Ready* presentations.

Shaping Outcomes is not solely about service delivery. We are continually seeking new ways to build engagement and collaboration with the Tweed community such as Early Childhood Education and Care settings (ECEC)s, the Department of Health, the Department of Education, service providers and other community services.

- ◆ In collaboration with Shaping Outcomes Byron, and as part of the FNC ECI Collegiate, we have developed a free *Resource Inclusion Toolkit* (DVD) for ECECs that is due for release in the coming months.
- ◆ Upon invitation we presented as the only not-for-profit organisation at the Microsoft Conference on 'Innovative Practices', developing and implementing a customer management system in Microsoft's Office365 environment after a successful grant application. This solution will be available to small ECIs across Australia.
- ◆ Upon invitation, we took part in the 'Financial Sustainability and Customer Management System' action group under the *NDS/National Respite NDIS Transition Readiness Pilot*, participating in a 10-month working group and facilitating an online workshop for numerous CEOs of disability services across Australia.



It is a privilege to lead an organisation where life-changing work is carried out, promoting improved wellbeing, function and participation of children with disabilities and/or developmental delays, and building greater capacity for their families to face the additional challenges of raising children with disabilities.

We could not achieve this without the extraordinary support and efforts of our Management Committee, our dedicated staff and volunteers, and our very generous and supportive community partners. You each play a valuable part in helping us achieve our vision.

Yours sincerely



Jan Cronly, Executive Officer



# Community Partner's Report

Thank you!

Having only been in the role of Community Relations Manager a short time, myself and the team at Shaping Outcomes have a lot to be thankful for over the 2015 year. I am personally grateful for the very warm and supportive welcome I have received from our Community Partners.

I have had the opportunity to meet many of you and particularly memorable for me are the community events I have attended - Twin Towns Services Club and Twin Towns Foundation Kids Party, Tweed Patchworker's Airing of the Quilts, Rotary's Melbourne Cup Luncheon, Cabarita Pottsville Leo's Teddy Bear's Picnic and being invited to speak at the Kingscliff Lions.

With the strength and backing from our partners in the community in 2015, we have been able to assist many families, who would otherwise have not received assistance. Provide additional services equipping families with information regarding the NDIS changes. Upgrade our playground so that it is safe and enjoyable. Schedule in our important Shaping Outcomes Parenting Project for 2016 and ensure that we have up to date resources in our teaching groups, so that the children transitioning to school have the best possible start.

Beginning in my role as the disability sector transitions to the NDIS could be seen as daunting. However with the strong community support and loyalty shown to Shaping Outcomes by our Community Partners in big and small ways we have been able to evolve to suit the changing environment and for that we thank you.

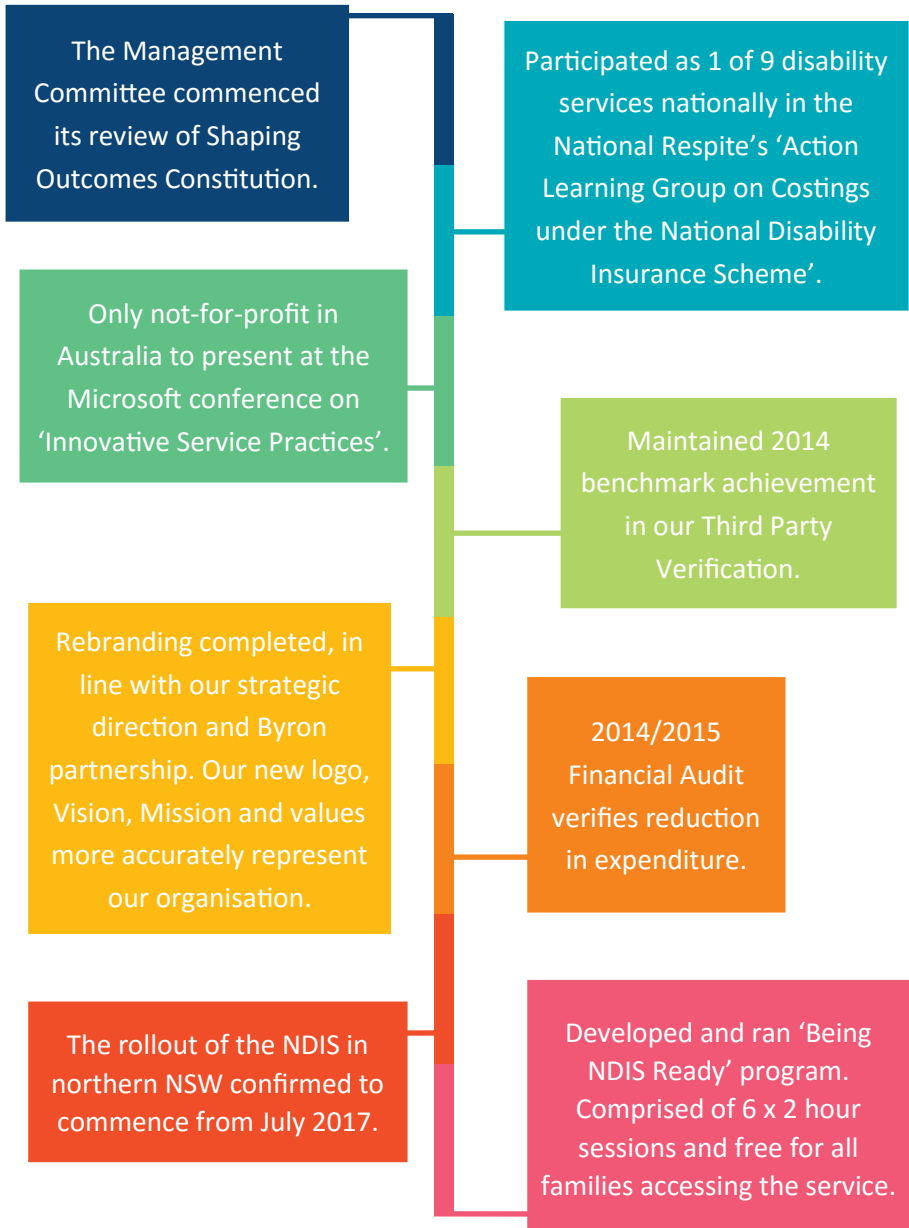
Yours Sincerely



Amber Thorley, Community Relations Manager



# 2015 Year in Review





# Preparing for the NDIS

The purpose of the National Disability Insurance Scheme (NDIS) is to support people with a permanent and significant disability to take part in everyday activities. The NDIS believes that the inclusion of and access for people with disability to mainstream services and community-based activities is a shared responsibility, contributing to this shared responsibility by funding reasonable and necessary supports to individual participants and their families to enable them to:

- ◆ pursue their goals, objectives and aspirations,
- ◆ increase their independence,
- ◆ increase their social participation,
- ◆ develop their capacity to actively take part in the community, and
- ◆ develop the skills and capacities of families and carers to make sure the support they give can be sustained for the life of their child.

Under the NDIS, the government is relying more on not-for-profit agencies to deliver specific services to support social needs within their communities. This is driven by the view that non-government services can be more responsive to participants needs and more efficient, whilst increased competition will support improved choice and control.

The rollout of the NDIS in northern NSW has been scheduled to commence from July 2017. To assist families prepare for the NDIS, Shaping Outcomes has developed and delivered the 'Being NDIS Ready' program. The workshops are free and are comprised of 6 x 2 hour sessions covering:

- ◆ The NDIS framework and its vision
- ◆ How it interfaces with mainstream services
- ◆ The beneficial outcomes of early intervention delivered under a transdisciplinary and key worker model and the supporting evidence-based research
- ◆ How families can access the scheme



- ◆ Information and support on planning and assessment
- ◆ Understanding the support options available for their child and family
- ◆ Managing and reviewing plans and packages, and most importantly
- ◆ That families and carers have the choice and control to determine the functional goals that will support their children to reach their aspirations.

We are now widening our audience and delivering targeted programs to service providers, mainstream services and the wider community. These programs will include, for example, the 'Being NDIS Ready' program, disability inclusion workshops and resource support in early childhood centres, and coaching and mentoring programs for service operators such as coaches of sporting teams or art teachers. These programs are critical in contributing to the successful development and implementation of inclusive practices across our community through increasing, in respect to disabilities the skills, knowledge and capacity of individuals and organisations at the coal face. In turn this will enable positive outcomes for children and families accessing NDIS supports in mainstream environments.

The NDIS very much relies on organisations such as Shaping Outcomes to educate, inform and collaborate with the expectation of a greater reach in local communities than ever before. Over the next 18 months, the conversations and collaborations between Shaping Outcomes and its Community Partners are more significant than ever with a greater reach and impact than ever, and will involve supporting our community, our children and families in preparation for the NDIS.

We are excited to be entering such a period of unprecedented opportunity for children with delays and disabilities and their families in our community.



# Community Partners

Shaping Outcomes acknowledges and thank the following financial and in-kind contributions for the 2015 year:

Community Partner	Service/Project their financial and in-kind contributions supported.
<b>Twin Towns Services Club</b>	<ul style="list-style-type: none"> <li>Families / children on our waitlist.</li> <li>Hosted annual children's party.</li> </ul>
<b>Twin Towns Services Foundation</b>	<ul style="list-style-type: none"> <li>Families / children on our waitlist.</li> <li>Organised and ran annual children's party held at Twin Towns.</li> </ul>
<b>Seagulls</b>	<ul style="list-style-type: none"> <li>Families / children on our waitlist.</li> </ul>
<b>Currumbin Coolangatta Tweed Rotary</b>	<ul style="list-style-type: none"> <li>Families / children on our waitlist.</li> </ul>
<b>Northern Rivers Community Foundation (NRCF)</b>	<ul style="list-style-type: none"> <li>Funded Shaping Outcomes Parenting Project.</li> </ul>
<b>Tweed Patchworkers</b>	<ul style="list-style-type: none"> <li>Resources for our Transition To School Groups.</li> <li>Quilts, library bags, aprons all lovingly handmade and donated to Shaping Outcomes.</li> </ul>
<b>South Tweed Sports</b>	<ul style="list-style-type: none"> <li>Families / children on our waitlist.</li> </ul>



# Community Partners

Community Partner	Service/Project their financial and in-kind contributions supported.
<b>Tweed Heads Bowls Club</b>	<ul style="list-style-type: none"> <li>Families / children on our waitlist.</li> </ul>
<b>Bunnings South Tweed</b>	<ul style="list-style-type: none"> <li>Upgraded our outdoor play area.</li> </ul>
<b>Quota</b>	<ul style="list-style-type: none"> <li>Numerous volunteer hours.</li> </ul>
<b>Murwillumbah Services Club</b>	<ul style="list-style-type: none"> <li>Collects donations on our behalf.</li> </ul>
<b>Kids in Need</b>	<ul style="list-style-type: none"> <li>Subsidises parent contributions.</li> <li>Provides contributions to individual families to access resources.</li> </ul>
<b>Tweed Unlimited Arts</b>	<ul style="list-style-type: none"> <li>Resources for our Transition To School Groups.</li> </ul>
<b>Cabarita Beach Pottsville Beach Lions and Leos</b>	<ul style="list-style-type: none"> <li>Technical upgrade for teaching room.</li> </ul>
<b>Lions Club of Kingscliff</b>	<ul style="list-style-type: none"> <li>Resources for our Transition To School Groups.</li> </ul>



# Government and Individual Partners

Government Partner	Service/Project their financial and in-kind contributions supported.
<b>NSW Department of Ageing, Disability and Home Care</b>	<ul style="list-style-type: none"> <li>• Early Childhood Intervention.</li> <li>• Transdisciplinary.</li> </ul>
<b>Community Transport</b>	<ul style="list-style-type: none"> <li>• Enabled access to services for children / families.</li> </ul>
<b>Department of Social Services</b>	<ul style="list-style-type: none"> <li>• HCWA</li> <li>• Better Start.</li> </ul>
<b>MyTime/Tresillian</b>	<ul style="list-style-type: none"> <li>• MyTime</li> </ul>
<b>Tweed Shire Council</b>	<ul style="list-style-type: none"> <li>• Inclusion Awards.</li> <li>• Disability Interagency.</li> </ul>
<p><b>The following individuals, have contributed their time, professional skills, finances and support.</b></p>	
<ul style="list-style-type: none"> <li>• <b>Bolster and Co., Mark Bolster</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Prof. Tony Attwood</b></li> </ul>
<ul style="list-style-type: none"> <li>• <b>Marcus Binns</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Diana Traversi</b></li> </ul>
<ul style="list-style-type: none"> <li>• <b>Aunty Kath Lena</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Barry and Jennifer Milburn</b></li> </ul>
<ul style="list-style-type: none"> <li>• <b>Steve Gaughan</b></li> </ul>	





16th ^



# Our Committee Members

We are a community run service with a voluntary committee of parents and community members. The Management Committee manages the service and is responsible for its administration. Without the below committee members volunteering their time, Shaping Outcomes would not be able to continue operating as it does. As some of our committee members complete their tenure with us and prepare to handover to newly elected members we would like to take this opportunity to thank our committee for all the work they have undertaken since May 2015.

## Office Bearers

President - Colin Usher  
Vice President - Peter Barnes  
Secretary - Cassy Read  
Public Officer - Jude McColm  
Treasurer - Aaron Thompson

## General Committee

### Members

Nadeene Scotney  
Faune Meise  
Courtney Roben  
Lindy Andrews  
Kiley Blackhall  
Aimee McDougall



# Staff

## MANAGEMENT AND ADMINISTRATION

Jan Cronly, Executive Officer  
Amber Thorley, Community Relations Manager  
Jude McColm, Financial Consultant

## KEY WORKER SPECIALISTS

Kerrie Chique  
Elaine Clinnick  
Sharon Grennan  
Aimee Maynard  
Michelle O'Neill  
Denise Phillips  
Debbie Wearne

## FAMILY WORKER

Tammy Johnson

## FACILITATORS

Matt Allen, MyTime  
Aunty Kath, MyTime  
Melissa Cain, MyTime

## CHILDCARE WORKERS

Narelle Chapman  
Hayden Gaughan  
Lisa Stoddart  
Tanya Allen

## SUPPORT

Jae Phillips





Our service and staff have accreditation, certification and membership with the following.



Key Worker  
Certification 2013



NDS Member



NSW Disability Service  
Standards  
Verification Number  
345NHS



Key Word Sign NSW  
Practitioner



Triple P  
Stepping Stones  
Practitioner



MyTime  
Facilitator



Queensland College of Teachers



Hanen Learning Language and Loving It Practitioner



PECS  
Trained



Certified Practitioner 2015



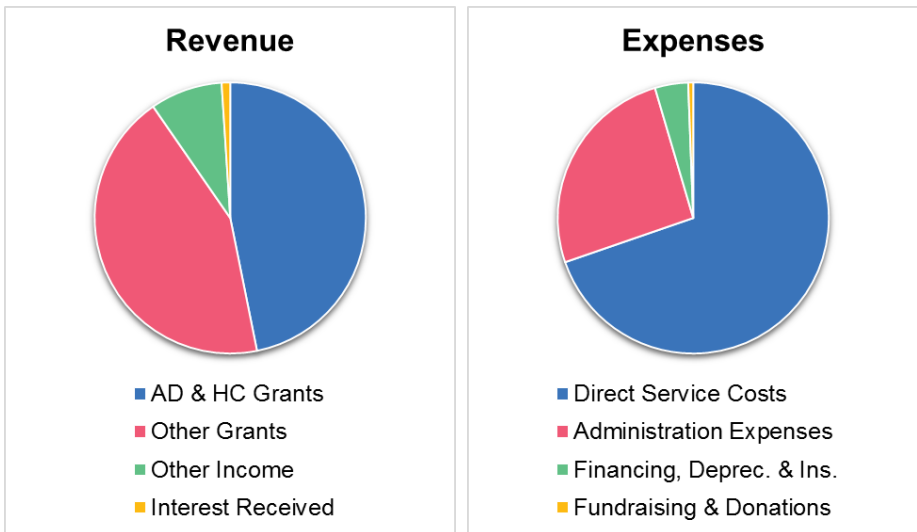
Carers NSW  
Facilitator



# Finance Report Summary

## Financial Performance

The service has achieved a surplus of nearly \$110,000 for the year ended 30 June 2015. This is compared to a deficit of nearly \$60,000 in the year ended 30 June 2014. This surplus was achieved by a combination of an increase in revenue of 4.96% and a reduction in expenses of 9.47%. The increased income has been achieved by a 3.83% increase in grants; a 21.21 % increase in other income such as fundraising and donations; and a 241.16% increase in interest income. The reduction in expenses can mostly be attributed to efficiencies in service delivery and administration costs achieved by use of technology and improved program management. The efficiencies achieved are evidenced by the fact that the reduction of expenses has not affected service delivery with support hours slightly increasing (10,557, up from 10,228), relatively steady participants supported (430, down from 438) and an increased number of additional services.



## Financial Position

The improved performance has been converted into improved cash resources. The current ratio (ratio of current assets to current liabilities) has improved from 1.15 : 1 to 1.39 : 1. This is also reflected in an increase of unallocated cash resources from \$57,000 to close to \$130,000. The service has worked hard to strengthen its financial position for two crucial reasons. Firstly, the transition from the service's current funding model which involves block funding received in advance, to the NDIS funding model which will involve invoicing for services provided, creates a major change in the service's cash flows. NDIS service providers have been advised that about 3 months of operation should be provided for from service resources prior to the transition in the second half of 2017. The second reason the service has strengthened its financial position is the uncertainty surrounding our facilities with the redevelopment of the Tweed Hospital. It is hoped that the service will be sufficiently provided for in the redevelopment, however, there is no certainty and therefore contingency for relocating the service is required.

<b>Sources of Revenue in the Year ended 30 June 2015</b>	<b>\$</b>	<b>%</b>
AD & HC Grants	555,490	46.84
Other Grants	516,166	43.52
Other Income	102,148	8.62
Interest Received	12,135	1.02
	1,185,939	100.00
<b>Breakup of Expenses in the year ended 30 June 2015</b>	<b>\$</b>	<b>%</b>
Direct Service Costs	750,753	69.71
Administration	277,104	25.73
Financing, Depreciation & Insurance	42,674	3.96
Fundraising costs and Donations	6,402	0.60
	1,076,933	100.00



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Tweed Valley Early Intervention Service Inc  
t/as Shaping Outcomes

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