



achieving great things

SYLVANVALE FOUNDATION **ANNUAL REPORT 2010**





services will be flexible, adaptable  
and able to meet the changing  
needs of the people we support

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# vision, values, patrons

**our vision:** Touch lives, awaken potential and work in partnership with the people we support to become the premier disability service in NSW

**our mission:** To achieve our vision Sylvanvale seeks to enable people with an intellectual disability achieve their full potential by providing exceptional services that support, inspire and enable people to reach their goals

**our values:** People come first in our decisions, our actions and our plans in order to:

- Improve the quality of life of people with a disability
- Strive for excellence in our programs, communications and interactions
- Create opportunities for growth, development and learning
- Be bold and imaginative and go beyond conventional expectations
- Provide services that enable people to live as independently as possible and learn in a way and pace of their choice
- Foster positive relationships and work co-operatively to achieve common goals
- Actively promote the contributions and successes of our community and the individuals within it

## patron

Her Excellency, Professor Marie Bashir AC CVO Governor of New South Wales

## vice patrons

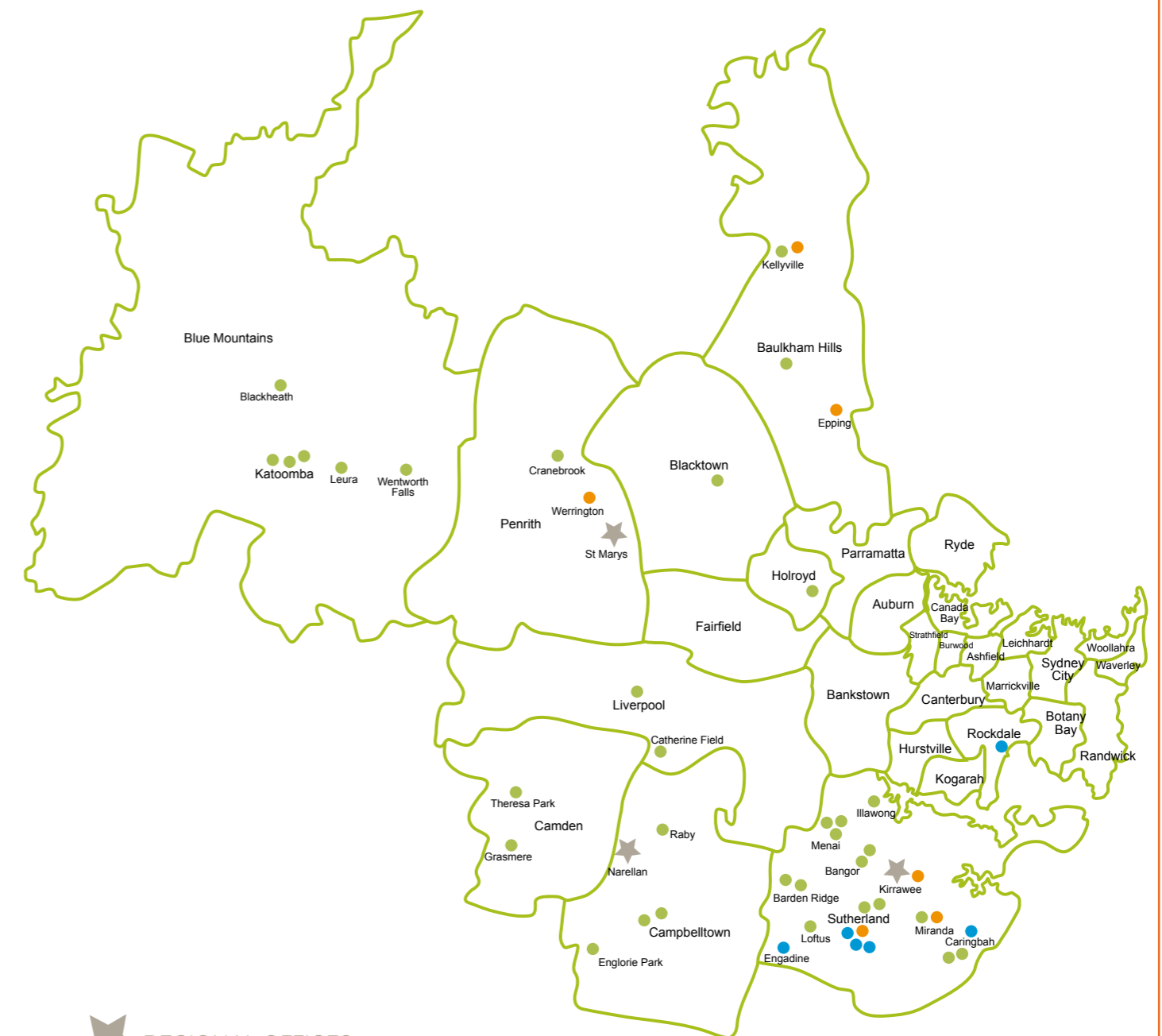
- Mr P Bosley
- Mr P Donkin
- Ms T Gartrell
- Mr R Hickman
- Mr M Howlin
- Mr D Keogh
- Ms M Knight
- Mr S Singer
- Mr M Tynan
- Ms D Vale

## sylvanvale community committee

Patron Mrs Lynne Cosgrove



# services map



★ REGIONAL OFFICES

- DAY PROGRAMS
  - Post School Options
  - Transition-to-work
  - Day Activities
  - Community Participation
  - Active Ageing and Life Choices

- ACCOMMODATION
  - Group Home
  - Drop-In Community Support
  - Specialist Accommodation
  - Disability Housing & Support Initiative
  - Adult Respite

- CHILDREN'S SERVICES
  - Early Learning
  - After School & Vacation Care
  - Respite
  - Out of School Hours Care
  - Teen Time
  - Therapy Education

# 2009-2010 highlights

Sylvanvale has continued to attract new funds over the past twelve months and is now firmly established as one of the leading providers of support services to people with a disability in NSW. The continued growth has enabled us to support more people, provide better services and work with families to achieve their dreams and ambitions. Here are just a few highlights from the past year:

- Total revenue increased by \$4.7 Million (23.2%), largely due to increased government funding of \$4.2 Million (24.4%)
- Eight new services opened: five in accommodation, two in day programs and one in children's services
- The newly refurbished Sylvanvale Education & Early Learning Service in Kirrawee opened
- The inaugural Art in the Garden Exhibition was opened by Sutherland Council Mayor Councillor Lorraine Kelly
- Five Sylvanvale residents participated in the Pause to Play short film festival with an official screening at Hoyts Cinema in Narellan
- The Sylvantones Choir continued to inspire and delight audiences across the Sutherland Shire
- Forty seven staff enrolled on Sylvanvale's Traineeship Program to complete the Cert IV in Disability with 18 staff successfully achieving the qualification
- Forty two training courses were offered and over 1,900 staff participated in a learning and development activity over the year
- The second VOICE Survey was completed, showing significant improvements within the areas of change management, performance, learning and development
- Over 300 residents, families and friends participated in annual community events such as the Winter Magic Festival, Sutherland 2 Surf fun run and the Campbelltown City Challenge Walk
- The new Sylvanvale website was launched with added features such as person centred practice pages, resident and staff blog pages and links to multimedia projects through 'Sylvantube' channel on YouTube
- Participated in Nova Employment's Focus on Ability 2 short film competition
- Involved in a number of arts projects and events including the annual SPARK festival, the Emerge Outside sound installation concert and Penrith Council's art forum held as part of the International Day of People with a Disability



we encourage all staff to be both entrepreneurs and leaders and we recognise that we can all lead from any position

# chairman's report

Sylvanvale's journey in the last three years has been quite dramatic to see us emerge as a growing organisation in both size and capacity. It has been a privilege and honour to be part of Sylvanvale Foundation at this exciting time of its development.

We continue to deliver on our charter to provide support to adults and children with intellectual disabilities, to extend that support to their families and carers, all within a quality operating frame work.

In supporting people with intellectual disabilities we remain committed to good practice ensuring that each person is supported to experience their life choices. It is the commitment of the Directors of the Board of Sylvanvale Foundation to do everything in their power to make this a reality. This direction was set by our predecessors to support many children, young people and adults dating back to those early years commencing in 1947.

During 2009 and 2010 specific funds were made available to promote an improved understanding of person centred practice across Sylvanvale which we are keen to continue to expand so that support is provided through the lens of what is possible rather than what is not!

The Board has been involved in improving its capability and has undertaken work to improve our Corporate Governance with the completion of an improved Audit, Risk and Compliance Framework. Also our Directors' Manual has provided governance information to assist Directors to perform their roles and responsibilities. Board Members have been actively engaged in governance awareness provided by the National Disability Peak Body. We continue to be kept abreast of the Government's Strategic Reform Agenda by a number of means including attendance at conferences, reading of significant materials as well as meeting with senior representatives of the Government to understand and influence the policy reform agenda.

As part of our continued development the Board and Management have looked for ways in which we can continue to invest and encourage continuous improvement across Sylvanvale whilst dedicating resources to underpin "quality" systems. This includes internal auditing and risk management functions at Board level, as well as continued investment in learning and development for staff so that they maintain

an understanding of the environment in which they operate.

I am delighted to report that over 1,900 Sylvanvale employees have attended a learning activity, confirming our reputation as an organisation that is committed to providing opportunities for staff to grow and develop. The Chief Executive Officer has participated in a Sydney Leadership Course under the auspice of The Benevolent Society this year to provide positive outcomes for our Foundation by supporting her learning and development. This has opened up new opportunities for Sylvanvale to influence the broader reform agenda across the disability and government sector.

Our recent growth has expanded our service footprint across the Sydney Metropolitan Area and we are very pleased with the growth that has been achieved. Innovative program development has also enabled us to attract new funding partnerships.

I would like to acknowledge the work of our voluntary Directors of the Board who have dedicated time and expertise to contribute to the continued development of Sylvanvale Foundation. I thank my Board colleagues for this commitment.

It is with confidence that on the Board's behalf I extend thanks to the Chief Executive Officer and her dedicated team who work tirelessly to build the capacity of Sylvanvale during a time of enormous growth and change.

Our progress would not have been achieved without the support of many individuals, community members, volunteers, families, carers and businesses. Continued support has been received from all levels of government, with each contributing in a most positive way to share in the success of our past and our faith in a continued bright future.

We continue to be graced with the patronage of Her Excellency, Prof Marie Bashir, AC, CVO, and Governor of New South Wales.

Finally there is nothing more rewarding than seeing people breaking through their barriers and taking control of their life as we endeavour to support people to lead rewarding lives.



**Lorna Stone**  
Chairman of the Board of Directors.

Welcome to our report for the 2009-2010 financial year incorporating highlights from the 2007- 2010 Strategic Plan. Through the many stories and snapshots of Sylvanvale, we hope to illustrate the numerous achievements over the last three years of Sylvanvale and the people we support over the last three years.

Sylvanvale believes that everybody deserves an equal chance to participate in life - no exceptions!  
In the last three years Sylvanvale has been focussed on responding to government policy seeking opportunities to expand our capability and meet the needs of families who are increasingly seeking innovative and flexible programs to support their family and their relative's needs so that they can live actively and participate in their communities.

Sylvanvale has been successful in seeking and attracting the support of government by way of securing funding for new programs. These new programs will lead to support for people with complex and challenging disabilities, as well as adults and children with complex health care needs. We have become accredited to offer support to children who are in the care of the Minister as well as providing supported accommodation for people with intellectual disabilities leaving the criminal justice system.

The release of our last Strategic Plan coincided with the most significant growth funds being dedicated to expand the disability sector through the NSW State Government's "Stronger Together" Program. Government procurement under this program introduced "for profit providers" as well as continuing to purchase from existing high quality, cost effective not for profit providers, such as Sylvanvale.

During this period of growth Sylvanvale has continued to develop the quality of our programs with an emphasis on strengthening families. We have established many new partnerships to assist us in delivering quality programs, including partnerships with SAL Consulting who help us to develop intensive plans to deliver support to many children, young people and their families as well as support vulnerable adults to live as independently as possible.

The growth in our business has resulted in additional revenue that has been reinvested to provide a "learning community" within Sylvanvale. This learning community places increased emphasis on training and development of staff skills as well as providing opportunities for families, employee's, management and members of Board to stay abreast of contemporary initiatives, knowledge and learning.

We are grateful to those many philanthropists who have shared our vision for future service initiatives and have provided much needed financial investment into our plan for an integrated long day care centre. This plan includes harnessing our innovative and strong business skills to develop a "mixed economy business portfolio" within children's services that will, as we prosper, provide financial support to unfunded much needed therapy interventions within the early learning service.

This innovative project was developed in response to a gap in the services needed by families and rather than waiting for someone else to find a solution, Sylvanvale focussed its attention on the desired outcomes being expressed within our community. With the collective determination of many, we have developed a robust business model that harnesses the backing of our donations and the availability of Commonwealth subsidy to fund a unique families' project that will provide an inclusive model of integrated long day care to children with and without disabilities.

The establishment of these programs has only been achievable with the collective support from many Rotary Clubs, the Rat Pack, Westfield Foundation, The Big Sister Movement and Sargents Charitable Foundation, who generously gave their capital support. I note also that the Department of Education also gave generously to support our capital appeal.

I wish to acknowledge the ongoing commitment of the many volunteers who offer their dedicated time to support our many programs. I acknowledge also the support and guidance of the Board of Directors who continue to provide strategic direction and leadership to Sylvanvale.



**Pauline Stanley**  
*Chief Executive Officer*

## ceo's report



# empowering people - it's what we do best

We believe in the individuality and worth of every person and recognise the importance of self determination. We encourage participation and involvement at all levels of the organisation and we are committed to creating opportunities for growth, development and learning.

## playing to a different beat

Aaron McMahon is a remarkable young man. He is a keen musician, film-maker, sports enthusiast and social commentator. Aaron lives at Catherine Field with four friends and is a keen participant in Sylvanvale's multimedia Program. Here Aaron shares his thoughts about himself, his aspirations and his ongoing projects.

*"Hi my name is Aaron and I am of Scottish descent. I'm nearly 23 years old and my passions are music, sport and looking out for the disabled community. The way I look at it is we are equals who need equal opportunities to put our abilities to the test to see what we can do. My motto is, 'never give up' because there are opportunities out there. My goal is to inspire other people with disabilities*

*I recently made a documentary called, 'DJ Aaron - Where The Heart Is'. The documentary was made on life experiences of me growing up. I went through quite a few issues growing up as I said in the documentary. The documentary gave me a voice to raise these things, to get them off my chest."*

Aaron often appears as a guest DJ on Sylvanvale's Shout Out radio program on 2Blu-FM in the Blue Mountains and is travelling to Newcastle to perform at the Electrofringe Festival partnering with the established music crew of TraLaLaBlip. Aaron has pursued his musical and creative talents and we will continue to find the spaces, places and people within our communities who can assist in Aaron realise his talents and dreams.



## a song in their heart

The Sylvantones Choir started out as an informal get together of people who liked to sing but has since grown into a lively group of performers whose infectious enthusiasm is taking the Sutherland Shire by storm.

The Sylvantones is a group of friends who met through Sylvanvale's Day Programs. All share a passion for singing and performance and, through the tutelage of Janette Thistlethwaite, have organised themselves into a lively and energetic choir.

The choir is in high demand and they have a number of engagements across the Sutherland Shire. Their style of music is eclectic, combining cabaret, show tunes and disco. They also perform striking dance routines akin to a Bollywood Musical. The result is a heady mix of genres - a real feast for the eyes and ears!

Janette has seen a real transformation with the choir over the past 12 months and says: *"The belief within choir members is growing with each performance and not only do we have a group of confident singers but now we have a group of skilled performers"*.

## a bright future for Cooper

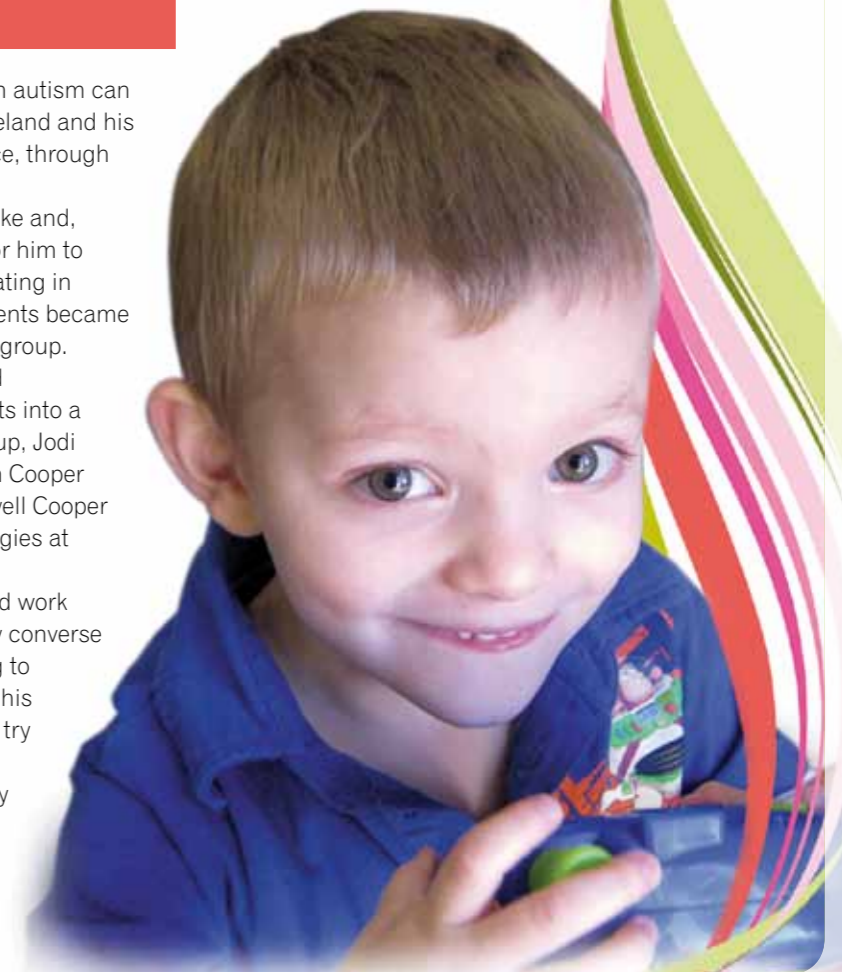
Choosing the right intervention for a child with autism can be challenging, but four year old Cooper Freeland and his parents Jodi and Adam found a great balance, through playgroup and therapy.

Prior to attending Sylvanvale, Cooper hardly spoke and, combined with his sensory issues, it was difficult for him to concentrate. Consequently, he had trouble participating in activities enjoyed by other children his age. His parents became concerned and enrolled Cooper in Sylvanvale's playgroup.

Sylvanvale's playgroup incorporates speech and occupational therapy and early educational concepts into a range of play-based activities. By attending playgroup, Jodi and Adam learnt new ways to interact and play with Cooper through routines and visuals. They could see how well Cooper responded and they started to implement the strategies at home.

Since attending playgroup, and through the hard work and persistence of Jodi and Adam, Cooper can now converse in sentences, answer questions and is even starting to tell some stories. He knows the alphabet, can write his name, uses his imagination in play and is willing to try and participate in new activities everyday.

Jodi says the most rewarding part of this journey is realising there is so much hope in his future: *"Cooper is surprising us with new and different things everyday. We're so proud of how far he's come"*.



# we are always looking to improve

We will seek new opportunities and new markets to grow our business. We will find solutions and deliver effective services to individuals. We will encourage diversity and continue to deliver a comprehensive range of disability services that reflect individual and community needs.



## opening doors to learning

Sylvanvale's new Education and Early Learning Service opened its doors for business in November and has made a massive improvement to the children and staff involved. The purpose-built facility offers big and bright classrooms, therapy rooms, changing areas and spacious reception all with clear sight lines and ease of access under one roof.

The new facility offers a range of programs including playgroup, early play, pre-school and transition classes. Early Intervention teacher Deb Quirk said: *"The new building is fantastic and makes our job so much easier."*

*The space, facilities and storage all contribute to creating an environment that enables us to focus on our most important people - the children".*

The new Education and Early Learning Service is just one of many capital projects that Sylvanvale has undertaken this year. Others include the refurbishment of the adult respite house in Loftus, the refurbishment of the adult accommodation service in Raby and the continued leasehold improvements at the catering service in Engadine. Each of these projects confirm our commitment to improving not only our services but the environments from which they are offered.



## finding new ways to communicate

One of the key goals we set ourselves this year was to increase the opportunities for the people we support to communicate and express themselves through a range of media. We have invested heavily in personnel, technology and software to achieve this goal, with the intention of assisting clients and families to gain greater confidence by using multimedia as a means of self expression.

We are keen to open doors for people with a disability and aid communication and understanding through the integration of multiple forms of media including music, text, graphics, symbols, video and animation. We are beginning to really capitalise on the use of choice-making software, slideshows, video cameras, photos, touch screens, DVDs, print materials and presentations... the list is endless!

Sylvanvale's Multimedia Officer Brendan O'Connell said: *"Handing over the reins and giving people control of equipment can be a life changing experience. Seeing the look on someone's face when they realise they can flick through their photos on the screen or activate and control video being shown can be so empowering. I assure you it makes compelling viewing."*

## starting with me

At Sylvanvale we take enormous pride in our approach to helping people to take a step forward. By working in partnership with the people we support and their families we encourage people to make their own decisions and to live their own lives.

This year we announced an ambitious initiative entitled "Starting With Me" which will allow us to support and work with people in a truly person centered way. This new approach will not only have an affect on how we provide services but also the whole culture at Sylvanvale.

Catherine Maitland who is managing this new strategy said *"Starting With Me places our clients and their families at the heart of everything we do. This is not just tokenism or lip-speak, this is genuine change – and it will impact on every one of us"*.

Person centered practice will empower every client and every staff member as we work to honour each person's unique individuality, perspective, and draw out their dreams, wishes, hopes and wants. Working together to make life better and to improve the quality of life is at the heart of what we do at Sylvanvale. *Starting With Me* will enable people with a disability greater choice, flexibility and increased options. We look forward to sharing our journey with you over the coming years.





# we love to promote people's skills, passion and success

We will work collaboratively with local people, businesses and organisations to foster co-operation and maintain key strategic alliances. We will actively promote the contributions and successes of our community and we will seek partners to effect positive change

## taking it to the streets

One of the driving forces at Sylvanvale is to encourage greater involvement within our own community. Our participation in events such as the Winter Magic Festival, Sutherland 2 Surf and the Campbelltown City Challenge Walk are perfect examples of this philosophy in practice.

Participation in these events has been generated by supporters who, in previous years, would have watched from the sidelines. It is an essential component of our work that we support people with a disability to participate in local community events to increase the profile, raise awareness and demonstrate that people with a disability are active contributors.

More than 300 people have participated in events this year and this has grown from around 150 people in the previous year. As knowledge grows we hope more and more people will want to be a part of our team and support their local community. In many of the events our involvement has gone well beyond just participation and we are now an integral part of community event programs.



## Westfield partnership

Sylvanvale enjoys a special relationship with Westfield. The retail property giant plays an important role within the Sylvanvale community by providing financial support to services through its Community Program and offering unique experiences to our children and their families. In recent years we have held pamper days for mothers and held children's art exhibitions at Westfield Miranda. Our Kirrawee site has played host to the much-loved Kindifarm which was again this year sponsored by Westfield, and a group of very talented enthusiastic volunteers have helped build garden paths and raised garden beds at our accommodation services in Menai and Barden Ridge.

We really value and appreciate the support we receive from Westfield. Jennifer Coombe, a teacher at the Sylvanvale Early Learning & Education Service echoed this sentiment: *"Westfield has been so generous with the Kindifarm, art exhibition and the pamper day for the mums. I just wish all of the community could know how much they have made our children and their families smile."*

We look forward to building on our relationship with Westfield for many years to come and we will continue to actively promote the great work that is done through the Community Program.

## Layla - a little girl taking big steps

Layla began her journey at Sylvanvale in 2007. At that time she was 18 months and was unable to stand or crawl. Layla's family had a number of goals for her, with walking being one of the most important. An individual program was developed that used a combination of specialist equipment, hard work and lots of encouragement. Layla's family supported her at every step and after a great deal of willpower and encouragement Layla began to walk independently.

Today in the playground Layla is the adventurous little girl confidently climbing on the play equipment, jumping on the trampoline, sliding down the slippery dip and running and swinging. Her new-found physical abilities and naturally social persona have expanded her world to include new opportunities and new friends. It is such a pleasure to watch her with her peers as they play chasing games and hold hands while walking back to class.

Recently Layla has begun to talk and now she not only has an ever-increasing vocabulary but also uses simple sentences to make requests and engage in conversation. Layla is tuned in for rapid learning and she actively seeks new challenges on a daily basis. Indeed, this amazing girl has come a long way in just a few years and the steps she takes lead her along a path to a very bright future.



# long-term sustainability... it makes good sense

We will plan services carefully and diligently to ensure support is sustainable. We will plan for the future and promote transparent and ethical practices. We will develop long-term strategies in order to build positive futures from within our community and we will ensure our viability through sound management practice.

## a big sister's gift

We were very pleased to receive a very generous donation from the Big Sister Movement towards the Integrated Long Day Care Centre. Big Sister donated \$1.2 Million towards this project which is a long-term enduring gift that will benefit hundreds of families in years to come.

The donation to Sylvanvale is by far the largest single grant Big Sister has made to any organisation and it is the first donation to be made under a new capital program aimed at funding additional respite and support services. Jan Pearse, President of the Big Sister Movement says: *"What attracted us to this project was the centre's unique integration approach and the support it will provide to those whose needs are so often forgotten – the families of disabled children."*

The Simpson family from Miranda said the new service will change their lives in a positive and unimaginable way. Alison and Stuart Simpson have two boys, Max and Finlay, who are already registered to attend the new service and both believe that the new centre will fill a much needed gap within the childcare sector.

We would like to thank all members of the Big Sister Movement for their foresight and generosity in making this project a reality.



## learn + develop = grow

Continuous learning and development is essential for staff, which is why Sylvanvale encourages a learning culture across all services. We hope this will significantly increase the skills, knowledge and capacity of individuals, clients, and services.

Sylvanvale is committed to providing a learning environment for all staff. The aim is to develop the skills and competencies of all employees so they can meet objectives and expectations. It is also designed to enhance future potential when this is identified as part of ongoing career development.

Sylvanvale's learning and development strategy incorporates a wide range of generic and specialist training which is responsive to the diverse nature of our workforce. We offer a vast range of management, disability, health and children's related courses as well as Nationally Recognised Qualifications through our traineeship scheme.

Learning and development has been a huge success over recent years and has been highly supported by staff with over 1,900 people attending a training activity this year alone. By investing in people and providing opportunities to learn and develop we hope to sustain our place as a leading provider of services within the sector.

## watching the garden grow

For many people, the Garden House at Sutherland has become more than just a house and garden – it is their treasured, favourite place to spend time with friends, carers and the wider community. The Garden House is well known as a meeting place and a place of learning, but most of all it is famous for its sustainable garden, which grows plants, herbs, flowers, vegetables and is home to a few friendly chooks.

Sylvanvale day program participants feel a major sense of ownership of the Garden House as they've spent countless hours planting, pruning, weeding, watering and sowing seeds and are proud of their achievements as a group. In fact, they've grown plenty of top notch produce including possibly the Sutherland Shire's largest yellow zucchini and high quality herbs used by Sylvanvale's catering service.

The Garden House is an invaluable resource for the clients of Sylvanvale's day programs because it has opened up a whole new world to them and gives them a unique place to develop their independence and enjoy life. There are a number of structured cultural and environmental programs used to increase skills, including art therapy classes, a table garden course, and gardening training with Ruth McLean from the Horticultural Therapy Society of NSW.

The Garden House has been a very successful venture that will offer long-term sustainable benefits for people with disabilities and the wider community for many years to come.



# taking a step forward

*Taking a Step Forward* was a bold initiative that set out a clear plan and direction for Sylvanvale over the years 2007-2010. This strategic plan was largely focussed on how we would achieve growth and diversify service provision across Sydney.



**T**aking a Step Forward helped us identify a common purpose, establish a framework for improvement and communicate how we would meet new demands while ensuring our ongoing viability and sustainability.

This year marks the completion of *Taking a Step Forward* and the introduction of *The Next Step* which will outline our goals and plans to June 2013. During the last strategic plan we were very successful in attracting new funds which enabled us to grow service numbers and our service footprint and support more people with a disability than at any other time in our history. At the conclusion of *Taking a Step Forward* we are a bigger, stronger, better organisation than we were three years ago. Here are just some of the highlights from the past three years:

- We have increased our revenue base from \$10.6 Million in 2007 to \$25 Million in 2010. This increase has enabled us to support more people, with better services, greater choice and increased flexibility.
- We have increased our grant base from \$8.6 Million in 2007 to \$21.7 Million in 2010. We have diversified the range of services we offer to include Teen Time, Community Justice Program, Out of Home Care and Boarding House Transition.
- Along with increases in revenue we have also increased our asset base. Total assets have risen from \$11.2 Million in 2007 to \$17.8 Million in 2010. During the same period net assets (total equity) have risen from \$7.9 Million to \$10.8 Million. These increases underline that Sylvanvale is growing in financial strength as well as meeting its financial obligations.
- We have opened 23 new services across Sydney enabling us to support a greater number of people and families to receive the right support at the right time to reach their goals.
- We have expanded our provision from two regions to four with service hubs in South West Sydney, South East Sydney, North West Sydney and the Blue Mountains. Each hub contains a diverse mix of accommodation, day program and children's services and we seek to build on our capacity.
- We have provided new services including Teen Time, Community Justice Program, Out of Home Care and Boarding House Transition to enable us to work with a diverse range of groups and individuals, and build key partnerships, collaborations and alliances.

- We have developed new capital works for child care programs which has already seen completion of Stage 1 of Sylvanvale's Education & Early Learning Service. Stage 2 will be the establishment of an Integrated Long Day Care Centre. The two centres will provide increased opportunities for integration of children with and without a disability.
- We have built awareness of the Sylvanvale Foundation name and philosophy with the launch of a new website, magazine and marketing collateral, reaching over 13,000 people annually



- We have purchased a block of six 2 bedroom units in Kiora Road, Miranda, allowing us to offer safe, secure and affordable accommodation to disadvantaged people and people with a disability
- We have delivered an ambitious agenda for change, reform and growth. We have also improved organisational capacity, developed skills and competence amongst employees and built a strong and recognisable profile throughout the community.
- As well as our expansion into new areas, we have also sought to engage with the local community through our involvement and participation in community events and activities. Over the past three years more than 500 clients, staff, families and supporters have got behind Sylvanvale by attending events such as the Sutherland 2 Surf, the Winter Magic Festival, the Campbelltown City Challenge Walk, The Roden Cutler Wheelchair Roll, Pause to Play Film Festival and others.

# board members 2009-2010



Lorna Stone, *Chairman of the Board*

Dennis Davies, *Deputy Chairman and Company Secretary*

Alan Bish, *Director*



David Kelly, *Director*

Brian Fitzgerald, *Director*

Michael McDonald, *Director*



Richard Gould, *Director*

Kenneth McDonnell, *Director*

Monica Mikhail, *Director*

## corporate governance

Sylvanvale Foundation operates as a Company Limited by Guarantee. The Board operates with a formal Constitution which states its membership, operating procedures and the apportionment of responsibilities between the Board and Management.

The Directors are responsible to the Members for the performance of the company and their focus is to ensure the company is properly managed and that it remains committed to its Vision and Mission.

The Board draws on relevant corporate governance best practice principles to assist it to contribute to the charitable performance of the company. Day to day management of the company's affairs and implementation of corporate strategy and policy initiatives are delegated by the Board to the Chief Executive Officer and management.

- Overseeing and monitoring organisational performance including approval of the annual reports and liaison with the company's auditors
- Appointment of, and assessment of the performance of the Chief Executive Officer
- Overseeing and complying with relevant laws and codes of conduct at all levels of the organisation
- Enhancing and protecting the reputation of the organisation
- Ensuring the significant risks facing the company have been identified and appropriate and adequate control, monitoring and reporting mechanisms are in place
- Meeting all regulatory obligations required to operate a company limited by guarantee as well as a charitable institution

## board of directors

Sylvanvale operates with a Board of nine Directors including Chairman and Deputy Chairman. In support of the Corporate Governance requirements of the Board, a number of committees meet throughout the year to hear progress against key business areas of the organisation. They are:

- Audit, Risk and Compliance, chaired by David Kelly
- Investment Committee, chaired by Alan Bish
- Master Planning Committee, chaired by Richard Gould
- Remuneration Committee, chaired by Brian Fitzgerald

## quality management

Sylvanvale Foundation has implemented a quality management system designed on the International Standards of Australia / New Zealand AS / NZS ISO 9001:2008 and relevant industry standards including the relevant Disability Services Standards, Employment Services Industry Standards, Office of Children's Guardian Standards, National Childcare Accreditation Council - Outside School Hours Care and NSW Department of Education and Training Standards and Department of Community Services. The quality management system ensures that services and business operations are managed in line with our Constitution, thus delivering on our Mission.

## board functions

- The Board is primarily responsible for governance and strategy and encompasses Sylvanvale's vision, mission and strategy statements, designed to meet stakeholders' needs and manage business risk
- The Board reviews strategic plans annually
- Implementation of Board approved operating plans and budgets and monitoring of progress against these budgets
- The Board monitors financial risk matters such as liquidity, interest rates, credit policies and exposures and management's actions, to ensure they are in line with policy

## accountability

Sylvanvale is accountable to a number of stakeholders including members, clients, families and government. Sylvanvale provides regular reports and updates on service and business activities and conforms to annual audit and reporting requirements as determined through regulatory and compliance bodies. The Board of Directors and executive management have particular responsibility and accountability to:

- Our clients, their families and all people we support
- Volunteers, donors, and supporters
- Partners, suppliers and customers
- The communities from which we operate

## board meetings

	Number eligible to attend	Number Attended		Number eligible to attend	Number Attended
Lorna Stone	12	12	David Kelly	12	10
Alan Bish	12	12	Michael McDonald	12	11
Dennis Davies	12	12	Kenneth McDonnell	12	10
Brian Fitzgerald	12	10	Monica Mikhail	12	8
Richard Gould	12	11			

# operating results for the year

Sylvanvale Foundation's continued objective has been to increase its capacity and ability to support people with disabilities along with their families and carers. Corresponding with this increase in capacity has been a substantial increase in income from \$10.57 Million in 2006/07 to \$25.0 Million in 2009/10. This is an increase of \$14.43 Million (or 137%) in four years.

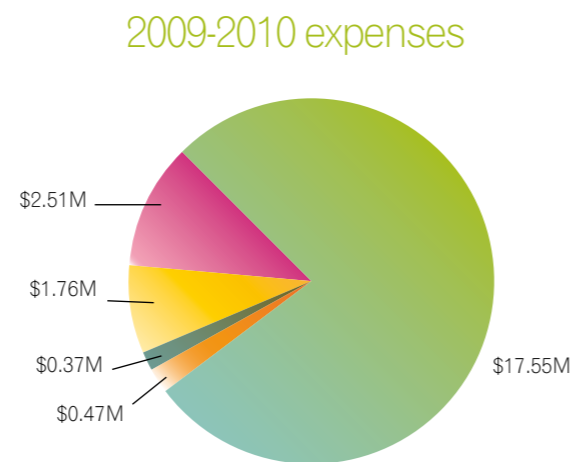
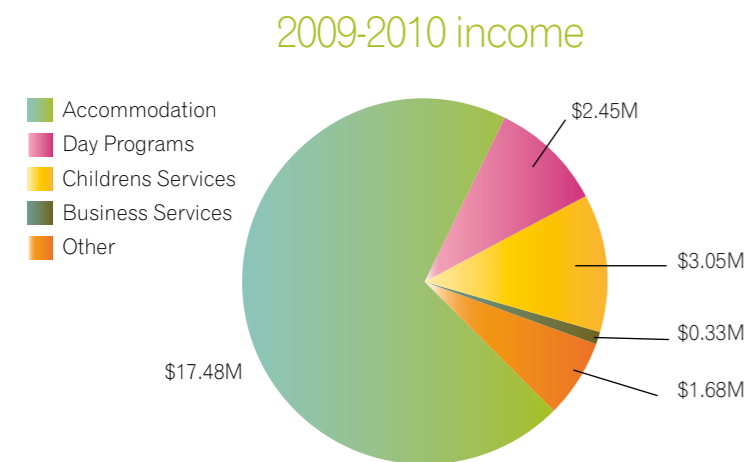
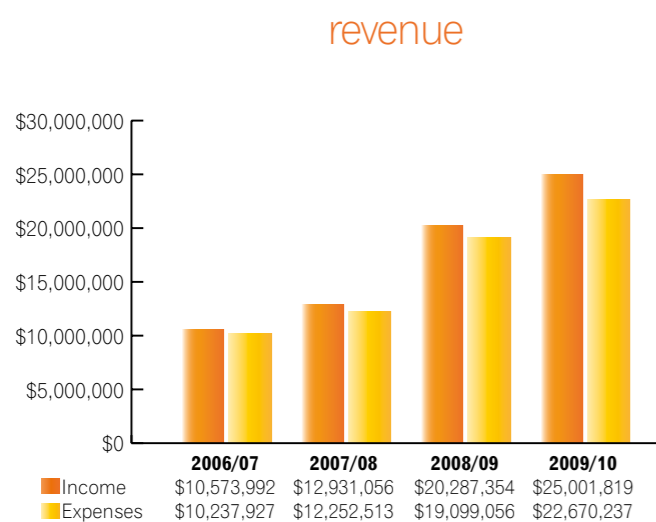
A significant component of the increase has come about as a result of successful tendering for programs released under the NSW State Government's *Stronger Together* initiative operated by Ageing Disability and Home Care (ADHC). In the same four year period Government grants have risen from \$8.5 Million to \$17.7 Million, an increase of \$9.2 Million (or 109%). Consistent with the Strategic Plan, the additional programs have seen Sylvanvale dramatically expand its footprint in Sydney and surrounding areas, as well as increasing the number of people with disabilities receiving support.

Accommodation Services continues to be the largest

division within Sylvanvale with income of \$17.48 Million in 2009/10, up from \$14.2 Million in 2008/09. Accommodation Services accounted for 70% of total income in 2009/10, the same proportion overall as in the previous year. The increase in income has seen new services commence in Loftus and South East Sydney.

Sylvanvale Foundation received \$1.026 Million in donations and bequests in 2009/10. Donations and bequests received over the past four years amounted to \$2.353 Million. This continued generosity has enabled Sylvanvale to invest and expand its range of services for people with a disability and to strengthen its financial position for future growth opportunities.

The Board would like to take this opportunity to thank those individuals and community groups who have seen the capability within the programs offered at Sylvanvale and we are grateful for their continued gift of donations and time to support the many fundraising activities that we operate.



# financial summary

This financial information is an extract derived from the full financial report for the year ended 30 June 2010. The financial information cannot be expected to provide a full understanding of the financial performance, financial position and financing and investing activities of Sylvanvale

Foundation. Further financial information can be obtained from the full financial report. The full financial report and independent audit report can be obtained by members by contacting the Executive Director, Corporate Services on 02 8536 0104.

## statement of comprehensive income statement of financial position

### for year ended 30 June 2010

	Economic Entity	
	2010	2009
	\$	\$
Revenue	24,946,483	20,254,443
Other income	55,336	32,912
<b>Total Revenue</b>	<b>25,001,819</b>	<b>20,287,355</b>
<b>EXPENSES</b>		
Administration expenses	(1,170,680)	(786,291)
Building and equipment	(691,011)	(846,111)
Client expenses	(237,085)	(259,442)
Depreciation and amortisation	(826,654)	(691,079)
Employee expenses	(18,744,179)	(15,712,755)
Occupancy expenses	(585,029)	(469,546)
Transport expenses	(301,461)	(263,910)
Other expenses	(114,138)	(69,925)
<b>Total Expenses</b>	<b>(22,670,237)</b>	<b>(19,099,059)</b>
Profit before income tax	2,331,582	1,188,296
Income tax expense	-	-
<b>Profit for the year</b>	<b>2,331,582</b>	<b>1,188,296</b>
Other comprehensive income	-	-
<b>Total comprehensive income for the year</b>	<b>2,331,582</b>	<b>1,188,296</b>

### as at 30 June 2010

	Economic Entity	
	2010	2009
	\$	\$
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	10,314,951	10,125,753
Trade and other receivables	370,683	353,760
<b>Total current assets</b>	<b>10,685,634</b>	<b>10,479,513</b>
<b>Non-current assets</b>		
Property, plant and equipment	7,124,809	7,021,177
Intangible assets	35,918	-
<b>Total non-current assets</b>	<b>7,160,727</b>	<b>7,021,177</b>
<b>TOTAL ASSETS</b>	<b>17,846,361</b>	<b>17,500,690</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Trade and other payables	6,459,065	8,492,434
Provisions	315,526	347,700
<b>Total current liabilities</b>	<b>6,774,591</b>	<b>8,840,134</b>
<b>Non-current liabilities</b>		
Provisions	254,338	174,706
<b>Total non-current liabilities</b>	<b>254,338</b>	<b>174,706</b>
<b>TOTAL LIABILITIES</b>	<b>7,028,929</b>	<b>9,014,840</b>
<b>NET ASSETS</b>	<b>10,817,432</b>	<b>8,485,850</b>
<b>EQUITY</b>		
Retained earnings	10,817,432	8,485,850
<b>TOTAL EQUITY</b>	<b>10,817,432</b>	<b>8,485,850</b>

# the next step

Sylvanvale launched its latest strategic plan, *The Next Step*, in July 2010. This plan marks a critical phase in our development as we continue to grow, evolve and strive towards our corporate goal which is to become one of the leading providers of quality disability support services in NSW.

The next three years represent an important period in our history as we consolidate our growth, improve our capacity and build on our capability. Over recent years, Sylvanvale has developed a reputation that is synonymous with quality and innovation. We have expanded our service footprint and diversified our suite of services to now incorporate community justice, out of home care and centre-based respite.

We will continue to be bold in our approach and pursue opportunities for expansion and growth while maintaining the service quality and attention that people have come to expect from us. Over the next three years, we will focus our attention and resources on:

1. Quality and Excellence
2. Evolution and Development
3. Opportunities and Aspirations
4. Inclusiveness and Openness
5. Creativity and Innovation
6. Stability and Sustainability

As the title of the Strategic Plan suggests, we are ready to take the next step with the people with whom we work, support, our stakeholders, our partners and our community.

Our brand values continue to be family focussed, energetic, vibrant, resilient, caring, dynamic and contemporary, and we promise that these values will underpin our work now and in the future.



# thankyou

We gratefully acknowledge the support and assistance provided by many groups and individuals over the past year. We thank you for your generous donations, your involvement and continued support in helping people with a disability to take the next step.



## trusts and foundations

AMP Foundation  
ANZ Staff Foundation  
Charities Aid Fund (CAF) Community Fund Ltd  
Energy Australia Employees' Children Appeal  
Foundation of Graduates in Early Childhood Studies  
Golden Stave Foundation  
Harcourts Foundation  
LaFarge Plasterboard Workplace Giving Fund  
Radiomathon - Laiki Bank  
Sargents Charitable Foundation  
Sylvanvale Workplace Giving Fund  
The Primary Club of Australia  
Westfield Community Program

## community groups

Boys' Town Engadine  
Handicapped Children's Busy B's  
Ladies Auxilliary Supporters Group  
Miranda Ladies Probus Club  
Rat Pack  
Rotary Club of Caringbah Inc.  
Rotary Club of Sutherland Inc  
Rotary Club of Sylvania Inc  
Sutherland Shire Toy Restoration Centre  
Woollooware Trivia Boys

## sporting and service clubs

Clubs NSW Sth Metro Region  
Cronulla RSL Memorial Club  
Cronulla Sutherland Leagues Club  
Cronulla Sharks  
Miranda Fishing Club  
Port Hacking Potters  
Rockdale RSL Sub Branch  
Rockdale RSL Womens Auxiliary  
St Catherines's Friendship Club  
Sutherland Croquet Club  
Sutherland District Trade Union Club  
Sylvania Women's Bowling Club  
The Point Bowling Club  
Wanda Surf Life Saving Club Inc.

## businesses

Bangor Community Pharmacy  
Blue Illusion Australia  
Caltex  
Garry Prain - Cobb & Partners Real Estate  
Gibson Howlin Lawyers  
Gleeland Holdings  
Global Advantage  
GSA Insurance Brokers  
Hicon  
Pathways Australia  
Real Estate Institute of NSW  
RK Quartley Transport  
Rock Salt Restaurant  
Ron Loiterton Real Estate Agent  
Sutherland Shire Council  
Tynan Motors  
Unitech IT Solutions  
Vision Personal Training Sylvania  
Voice Project  
Westfield Miranda  
Westfield  
GD Morton & Co

## individuals

Mr Rob Aitken  
Mrs Deborah Austin  
Ms Taren Austin  
Mrs Emmanuel Azzopardi  
Mr Bob Baynes  
Mr Brian Bidewell  
Mrs Shirley Blomfield  
Mrs Anick Bradstock  
Mr G Clarke  
Mrs Jenny Clarke  
Mrs Carmen Collett  
Mr Jeff Cooney  
Mr and Mrs D'Alpuget  
Mr Matthew Dunn  
Michael & Diane Ford  
Mr Josh Ford  
Mr Thomas Galletta  
Mr Peter Geeland  
Ms Robin George  
Mrs Agnes Ginges  
Mrs Berel Ginges  
Mr and Mrs R & S Gould  
Mr Geoff Green  
Mrs Harasty  
Mr Peter Herrick  
Mr Ron Hoggan  
Mr and Mrs R Howes  
Mr and Mrs J Howland  
Mr Vince Iacovelli  
Mr David Kelly  
Ms Sue Kenaly  
Mrs Olive Kermond  
Mr Andrew Knott  
Mr Stephen Kulmar  
Mrs Jean Lancaster  
Mr Barry Lang  
Mr & Mrs A Lee  
Mrs Marie Lennon  
Mr Fraser Mackay-Sim  
Mr Norman Mackenzie  
Mr and Mrs P Mannix  
Ms Gwendolyn Masters  
Mr Mike McDonald

Dr Andrew McHardy  
Ms Catherine McNaughton  
Ms Monica Mikhail  
Mr Miles Miller  
Mr and Mrs R & E Morrow  
Mr Simon O'Brien  
Mr Trent Passeri  
C Prior  
Ms Janette Radevski  
Mr David Rafferty  
Ms Sally Redmond  
Mrs S Rich  
Ms Veronica Robson  
Mr John Roditis  
Ms Lauren Sciflett  
Mr Barry Scott  
Mrs Marie Sedgmen  
Mr and Mrs B Shepherd  
Mrs Dorothy Silva  
Mr and Mrs R Sims  
Mrs Clare Smith  
Mr and Mrs C Snel  
Mr and Mrs J Stevens  
Mr Keith Stone  
Mrs L Stone  
Mr and Mrs D Sugerman  
Mrs Heather Thackall  
Ms Natalee Thompson  
Mr and Mrs J Timilty  
Mr Michael Travers  
Ms Kath Upton  
Mrs Denise Walters  
Mr Robert Wand  
Mr Craig Wells



# help make a difference

## help us take the next step

Sylvanvale Foundation relies on public donations and corporate support to continue to provide essential services and programs. Financial support to Sylvanvale allows us to offer specialist services and clinical support within our children's services, greater access to transport and the opportunity to build and/or acquire specialist accommodation for learning and living.

We gratefully acknowledge the support of our partners and individuals who donate in many ways - from coins at

football matches and social events to cheque donations and bequests. We appreciate your gift as it enables Sylvanvale to deliver on its' Mission: to enable people with an intellectual disability achieve their full potential by providing exceptional services that support, inspire and enable people to reach their goals.

## ways in which you can immediately help make a difference

- **Donate** All donations of \$2 or more are tax deductible
- **Bequest** Please consider an enduring gift that can have a long-term positive impact on the lives of the people we support
- **Become a Partner** We can work with your team to develop a partnership proposal that meets your needs, is mutually beneficial and can engage your employees

- **Become a Volunteer** We offer a diverse range of fun, challenging and purposeful volunteering opportunities and we would love to hear from you

*For more information on any of these opportunities please call Sylvanvale Foundation on (02) 8536 0100*

we have a reputation for being bold and imaginative because we focus on what can be achieved



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