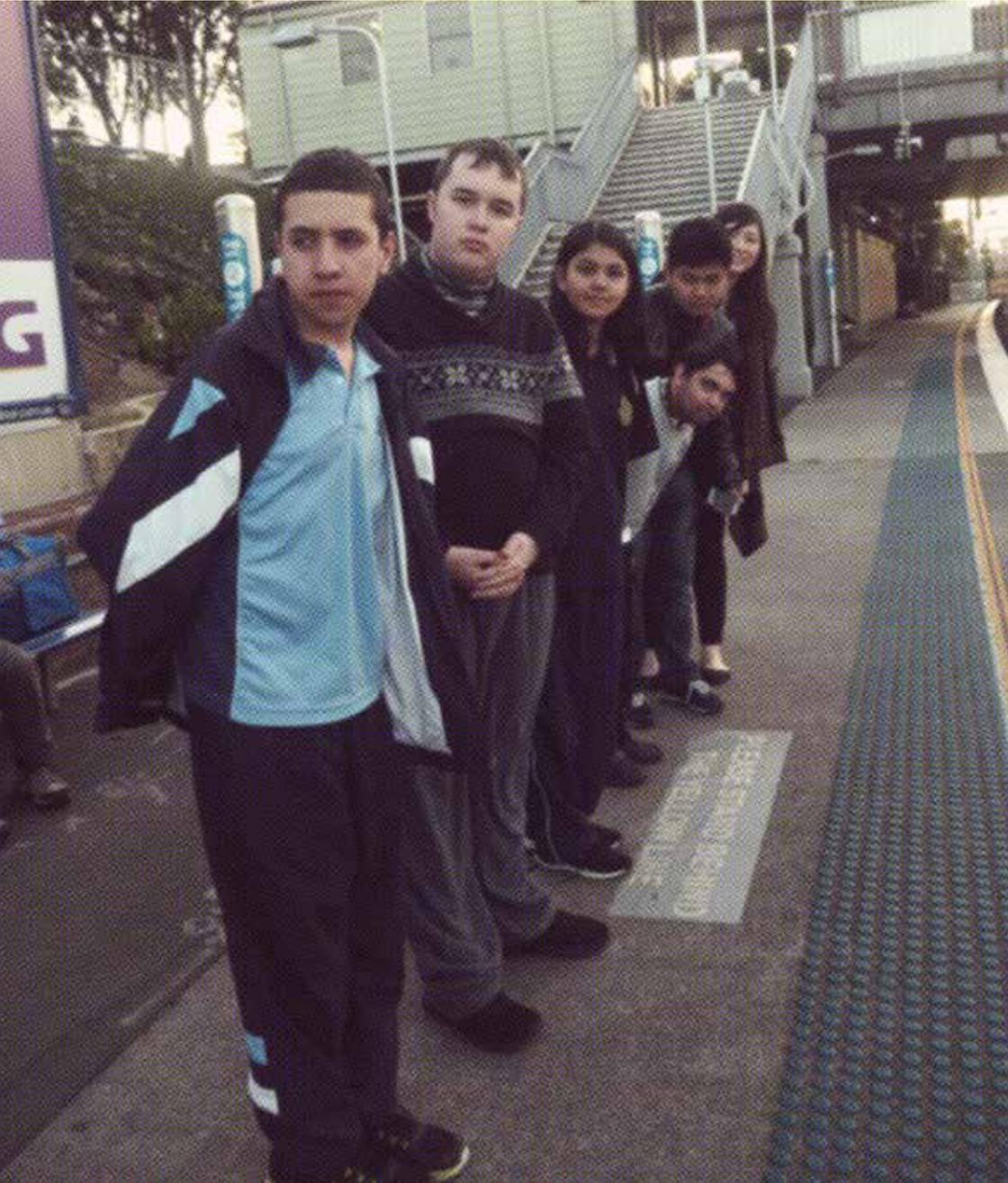


FRANS

Family Resource and
Network Support Inc

Inclusion and support for
people living with a disability

ANNUAL REPORT 2015



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VISION

FRANS makes a difference in the lives of people with disabilities by respecting their dignity, autonomy, freedom of choice and independence and by supporting the achievement of their goals.

PURPOSE

FRANS is a high-quality provider of person-centred advice and support for people with disabilities, their families and carers.

CORE VALUES

FRANS strives for a community that:

- respects human dignity and freedom and the personal identities of children, women and men
- is non-discriminatory and affirms equality while valuing difference
- sustains full and effective participation and inclusion by ensuring equal opportunity and accessibility.

As a business we:

- focus on the people who receive our support — people with disabilities, their families and carers
- maintain high ethical standards
- listen with respect, learn continually and innovate with purpose
- engage the community.

HOW YOU CAN HELP

The FRANS Life Skills Program attracts very little funding from government and we undertake a range of fundraising activities to meet the considerable cost of providing these highly sought-after programs. We also fund the transport of program participants to and from their home through this source of income, at an increasingly high cost. We achieve this thanks to the generosity of our donors — trusts and foundations, local clubs and councils, the business sector and individuals like you.

You can help FRANS enhance these programs and ensure that we can continue to offer them at a nominal fee to people with disability in your community.

MAKE A DONATION

The easiest and most sustainable way is to set up a regular donation to FRANS. You can do this at frans.com.au or with the coupon at the end of this report.

You can also make a one-off donation and — if you like — you can direct your donation to a particular program. We understand that your donation carries a personal vision of the purpose for which it shall be

used, so please feel free to talk to us about options.

TAKE PART IN A SPONSORED EVENT

Public fundraising events like the Spring Cycle or City2Surf are a great opportunity for you to be sponsored for your personal efforts for FRANS. You might like to consider setting up a Hero page at everydayhero.com.au and spread the word to your social and professional networks online.

HOLD AN EVENT

Design and implement your own fundraising event — a trivia night, a lavish dinner cooked at home, a raffle at work — and fundraise for FRANS with your friends, your family, your sports team or work colleagues.

Community fundraising allows you to get creative and strengthen social ties with people you know and those you are yet to meet.

ASK FOR DONATIONS IN LIEU OF FLOWERS OR GIFTS

Asking for donations instead of gifts is a very popular and effective way to show your support of FRANS. Please speak with us about how you can do this for your birthday or for a significant anniversary, or even instead of flowers to honour the passing of a loved one in a tangible way.

LEAVE A GIFT IN YOUR WILL

Please speak with us about how to make a lasting bequest in your will, to ensure the future of vital FRANS support activities.

BECOME A BUSINESS PARTNER

Almost three quarters of all FRANS programs depend on continuing contributions from the corporate and community sectors. This support is essential to create opportunities for participants that lead to more sustainable outcomes and reduce their dependence on direct support from families and carers. FRANS also regularly requires new equipment and other resources, which your business may be able to donate or which you could fund wholly or in part with a donation.

Remember that all donations to FRANS over \$2 are tax deductible.

FRANS is authorised to conduct fundraising activities under the Charitable Collections Act 1991 (CC 270141). For more information, please call us on 02 9799 4333, visit frans.com.au, or email enquiries@frans.com.au.



A MESSAGE FROM OUR PRESIDENT

FRANS continues its trend of previous years, further increasing the number of hours of support provided by 4.5% to 103,809 and the number of individuals accessing FRANS supports to 339. We thank all families and participants for the trust they continue to show to FRANS and its workforce, even in the face of what can sometimes be difficult situations. It is with their feedback — good or bad — that we are able to improve the work that we do and enhance the support that we provide.

I thank the whole team for continuing to work together through what is certainly a difficult period of transition to the National Disability Insurance Scheme (NDIS). In particular, the team in the FRANS office has shown great resilience in the face of significant organisational changes and the continued uncertainty around the rollout and operational detail of the NDIS. While Directors have few opportunities to meet and interact with Support Workers, I appreciate that this is a reflection of the nature of their work, often working with individuals and families away from the office. Support Workers play an important dual role: they provide direct support to people living with a disability — resulting in the only respite many parents receive — and in doing so they are frontline ambassadors of FRANS as an organisation that places a lot of importance on self-directed support and person centeredness. I would like to take this opportunity to assure all of our Support Workers of the Board's sincere appreciation for their great work.

With the gradual evolution of the NDIS in other parts of the country — most recently in the area around Penrith and the Blue Mountains — the State Government is continuing to offer some participants an individual funding package. To date, 93 FRANS participants are receiving direct funding. This helps raise the awareness of the real cost of accessing

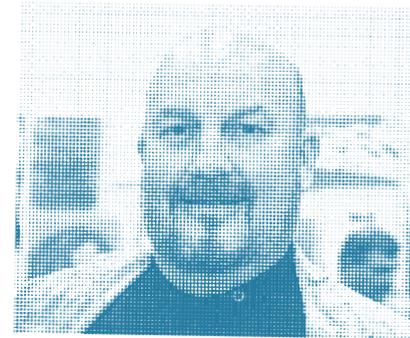
programs and provides FRANS with an opportunity to prepare acquittals on an individual basis in preparation for the NDIS.

I would like to take this opportunity to also thank my fellow Directors who volunteer their time and expertise on the Board and on Board Committees. Each brings a particular skills-set that is necessary for the Board's work and an invaluable collegiality that is vital in achieving good outcomes.

At this year's Annual General Meeting two long-standing and esteemed Directors are standing down. Sally De Dear who held the office of Secretary and minuted Board meetings with humour and a sharp pen is taking leave after ten years. Mary Lou Carter, herself the mother of a person with complex support needs and an ardent and successful advocate for people with disability, is also retiring from the Board after eight years.

I speak on behalf of all Directors who have known and worked with Sally and Mary Lou over the years, and also on behalf of our CEO, Jerry McNamara, in expressing our genuine gratitude for their important contributions as Directors, for their insights as engaged Board members and for their friendship. We wish them the very best for their future endeavours and thank them for their many years of service to FRANS.

Glenn Ball
President
September 2015



CEO PERSPECTIVE

FRANS ended the 2014–2015 financial year with a small surplus again. This has allowed us to increase the working capital that is necessary for our sustainability and operation under the NDIS, without any adverse effect on our ability to sustain and enhance support in all program areas. This was in part made possible through the success of our commercial brokerage operations.

Among the 34 different programs we have been able to offer in the last year, our Vacation Care Program and the suite of Life Skills Programs are continuing to attract great interest from families and participants currently involved with FRANS, as well as a significant number of new customers. You will find some of the impressive statistics in this annual report. Our staff have consulted with participants and carers to enhance these programs, and with the support of generous grant makers and donors, they are continually improving outcomes.

Our preparations for the roll out of the NDIS in the Sydney region continue and our management team is taking every opportunity to attend seminars and forums to stay ahead of the developments and to ensure FRANS is best placed to support families, participants and staff through the transition. FRANS has been able to run important information sessions for families in preparation for the NDIS, and we will continue to do so.

Preparing for the NDIS also means that we must prepare for a competitive market, where people will seek support from those organisations that best meet their needs and whose staff go above and beyond. With many and diverse support options on offer, FRANS is already well placed to respond to need. Last year we engaged the administration and direct support staff in a facilitated workshop around customer service to ensure a common understanding of best practice

customer service and to discuss practices that will set FRANS staff apart from others. We see this as a process of continuing improvement, and to that end I encourage everybody to provide feedback about their experience as customers with FRANS.

The highlight of our social calendar last year was the revived annual arts show, For Art's Sake, in April. Participating artists included fifteen young people with intellectual disabilities who collaborated with distinguished, practising artists working with various mediums, to create unique and original artworks. It was great to see the new format of this initiative draw such attention from participants and supporters, and it was especially rewarding to find that the artists we approached were so supportive of the idea and committed to supporting FRANS participants in creating some quite amazing artworks.

With the reorganisation of the executive team and our ongoing focus on reducing administrative overheads, we are now better placed to deal with the changed environment of the NDIS and the resulting reduction in funding. We are continuing this effort to ensure better responsiveness to customer needs by further restructuring our organisation in the year ahead, without further reduction in the workforce. I thank the team for their active participation in arriving at this position and for their willingness to embrace changes that have affected the entire team.

I wish to echo the sentiment of our President and thank all FRANS families and participants for working with us in transitioning from the old world to the new, and for also getting ready to embrace changes as the NDIS moves closer to Sydney in the years ahead.

I would like to thank the Board of Directors, who provide the good governance that is so important to the success of FRANS. They volunteer their time and are an excellent team guiding FRANS through this important period of change.

Finally, I want to acknowledge the tremendous commitment of the 128 FRANS staff, as well as our volunteers, without whose dedication, FRANS would not be where it is today.

Jerry McNamara
Chief Executive Officer
September 2015

YEAR AT A GLANCE

FUNDING

In preparation for the NDIS, state government agencies are encouraging more and more participants to apply for an individual package. This has an immediate impact on the funding mix for FRANS, resulting in a reduction to the block funding but also limiting our ability to respond to unanticipated support needs or to cross subsidise where government funding is not adequate. Most importantly, however, the permissible component that we can deduct to cover overheads like rent, utilities, client transport, program coordination or case management, is considerably lower than under the block funding arrangement.

Overall, however, we are still being funded primarily from the NSW Government and the Commonwealth, with smaller but vital contributions from Local Government. The income from fundraising increased a little last year, and revenue from commercial brokerage again contributed considerably to the positive financial situation outlined in this report.

HOURS OF SUPPORT

In the 2014–2015 year, FRANS provided 103,809 hours of support to 339 participants. This is an increase of 4.5% on both accounts. 15% of these hours of support came through brokered arrangements, giving FRANS another opportunity to reach out to people with disability beyond the Inner West. We take this as an indication that we are supporting families and participants in a way that suits their need. Through this brokered support, FRANS has also been able to bring a number of families into permanent services. In the first quarter of the 2015–2016 year, we will continue to focus on our intake to ensure that we can support families who are not receiving service. This will hopefully provide opportunities to an increasing number of people to receive support through the NDIS.

STRATEGIC PLAN 2014–2017

The Strategic Plan 2014–2017 was designed with great flexibility in mind, to ensure that FRANS could adjust its strategic direction if it became necessary, as the evolution of the NDIS may impact on strategies defined in the plan. To that end, the Board appointed a Strategic Projects Committee, which is tasked with reviewing the Strategic Plan 2014–2017 ahead of each Board meeting to track the organisation's progress in achieving the plan's objectives, and — where necessary — make recommendations to the Board for changes or to revise completion dates.

By and large, the Committee is satisfied that FRANS is on track to achieve all objectives prescribed in the six key strategies of the plan, either as originally scheduled or as per the revised and agreed schedule.

The Strategic Plan 2014–2017 defines six strategies, which state that FRANS will:

- deliver person-centred support for people with disabilities
- pursue considered growth opportunities
- be NDIS-ready
- succeed because our people succeed
- succeed because we are a viable business
- succeed because we are self-aware

The Strategic Plan 2014–2017 is a public document and we invite you to contact us to obtain a copy. Our contact details are on the back cover.

OUTLOOK

As FRANS continues its preparations to become NDIS ready we undertook a reorganisation of the leadership team, with a view to reducing operational costs, while continuing to provide quality outcomes for the people we support. The advent of the NDIS and the gradual shift from block funding to individual support packages requires a change in the way we fund overheads — rent, utilities, equipment, and principally wage costs associated with program coordination and operational management.

The new structure retains three departments, led by a member of the executive team:

- Support
- Finance and Corporate Services
- Strategy and Communications.

This structure informed the development of our Business Plan 2015–2016, which was developed in March this year at a planning day with all FRANS office staff. The Business Plan articulates the operational activities for the 2015–2016 Financial Year that will help the organisation meet the challenges set out in the Strategic Plan, particularly:

- to grow an increasingly diverse business
- to initiate and embrace organisational change and renewal
- to prepare for a more competitive environment, driven by the NDIS and ongoing regulatory change.

Funding sources	2014	2015	Change	% of overall funding
NSW Government	\$3,364,094	\$3,858,859	15%	73.16%
Commonwealth	\$203,863	\$246,667	21%	4.68%
Local Government	\$13,055	\$10,000	-23%	0.19%
Brokerage	\$817,175	\$810,441	-1%	15.37%
Donations	\$25,384	\$23,603	-7%	0.45%
Corporate Sponsorship*	\$36,914	\$86,333	134%	1.64%
Trusts & Foundations	\$15,466	\$15,113	-2%	0.29%
Events	\$21,250	\$17,907	-16%	0.34%
Other	\$179,969	\$205,338	14%	3.89%
	\$4,677,170	\$5,274,261		

* includes income from business sector (\$43,945) and grants from corporate grant makers (\$42,388).



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The plan's key focus areas for the three operational departments are:

Support

- transitioning to more individualised packages
- continually enhancing the lives of participants
- increasing brokerage activity
- increasing the number of participants using an individual funding package to access Life Skills Programs
- increasing the financial viability of Community Engagement and Vacation Care Programs
- expanding and growing the Day Options Program
- introducing — where possible — volunteers to lower costs of activities
- restructuring the support team to better reflect a customer driven market.

Finance and Corporate Services

- unit costing all support activities
- developing a costing and quoting tool
- devising a procedure to track individual packages
- developing a reporting schedule and template for individual packages
- auditing the fleet management system, and undertaking an assessment of current and future transport needs
- assessing information technology and telephony needs, with a view to ensuring adequate technology solutions that contribute to increased efficiencies
- supporting all business units with recruitment and retention strategies
- providing training for all employees, with a focus on safety, customer service and person-centred practices.

Strategy and Communications

- undertaking marketing activities to support the needs articulated by other departments
- exploring new and pursuing proven fundraising activities for a wide range of Life Skills Programs
- developing and executing a communications strategy to inform families and other stakeholders of the evolution of the NDIS
- seeking greater media exposure to raise the profile of FRANS across the Sydney region
- nurturing existing and forging new business relationships to assist with fundraising
- researching expansion opportunities into new geographic areas or new business activities
- participating in and nurturing professional networking opportunities
- maintaining robust quality management procedures through feedback and compliance monitoring
- undertaking yearly quality assessments with external auditors to guarantee adherence to quality standards.



SUPPORT

INDIVIDUAL SUPPORT

Respite is an outcome of any activities a person with a disability undertakes when they are supported by a Support Worker instead of a member of their family or their regular carer. Under the NDIS, the term respite was initially removed from all information and marketing material. Families and carers who depend on respite to ensure their own needs are met, for example to do the shopping, attend a medical appointment or simply to ensure a sustainable balance in life, voiced their concerns with the National Disability Insurance Agency, and 'respite' has since been reintroduced into the lexicon of the NDIA, in recognition of this crucial support for carers and families.

Individual support at FRANS often means supporting participants with complex needs, living with multiple diagnoses and requiring high-level care. For families in these circumstances, individual support also provides an opportunity to nurture family ties and other vital social connections, and to have a break from circumstances that are often difficult and trying.

We have continued to focus on person centeredness and — where possible — support participants in undertaking self-directed activities to further enhance life-skills and the achievements of personal goals. This approach has long underpinned the way FRANS supports people living with disability and is reflected in the principles that underpin the NDIS.

DAY OPTIONS

The Day Options Program supports adults of all ages on weekdays during which they do not pursue other activities, attend work, personal development or study.

FRANS is now operating the Day Options Program from three locations, integrating the person-centred plans of participants and actively engaging them in determining activities and excursions.

With the number of school leavers with disability increasing, the program is booked out daily and growth is inevitable, especially as certain parts of Sydney have considerable gaps in this type of support. FRANS has commenced investigating the feasibility of expanding this support type into regions adjacent to the Inner West.

The success of the Day Options Program at FRANS however, is largely based on the stability of the groups. They comprise participants who have known one another for many years and who have forged friendships amongst themselves and have a high level of trust and confidence in the support staff. The great consistency of the team supporting Day Options participants has certainly played a role too, as has the availability of free transport to and from the activity locations, at a considerable cost to FRANS.

DIRECT SUPPORT HOURS FOR THE 2014–2015 FINANCIAL YEAR

Program	Target outputs	Actual outputs	% delivered
Group Recreational Activities	7,372	7,175	97%
Day Options	32,616	32,282	99%
Older Carers Disability Assistance ¹	5,040	4,462	89%
Ageing Parent Carers Program	2,682	2,797	104%
Community Participation, Individual Support	886	859	97%
Life Choices	3,414	4,972	146%
Vacation Care	3,816	3,823	100%
Individual Respite	5,500	5,356	97%
Flexible Respite	2,728	2,626	96%
Flexible Respite Individual Packages ²	3,696	2,204	60%
Teen Time	9,720	9,620	99%
Life Skills	3,856	4,473	116%
Individual Accommodation Support Packages	2,600	3,881	149%
Self-Advocacy Group	695	758	109%
My Time	128	160	125%
Supported Living Packages	2,460	2,638	107%
Brokerage	12,151	15,723	129%
Total	99,360	103,809	104.5%

¹ Due to the flexibility of the funding, participants utilise their package to cover costs of transport and equipment.

² As packages are flexible, 11% spent on expenses other than direct support.





LIFE SKILLS, COMMUNITY ENGAGEMENT, AFTER SCHOOL AND VACATION CARE SUPPORT

This broad group of programs has again experienced strong growth in the last financial year. Growth was achieved through a marked increase in the hours of support provided. The greater participation rate of those enrolled in these programs resulted in growth of more than 5% overall.

The team responsible for the programs has already commenced a strategic development plan to ensure that a greater number of people have an opportunity to benefit from them in the future. This is achieved through a more targeted intake of prospective program participants, critical reviews of the quality and outcomes of activities, continued affordability through grants and fundraising and — most importantly — through direct involvement of participants and their families in the continuing improvement process.

By adding two highly engaged former Support Workers to the coordination team, we have been able to enhance these programs thanks to their previous experience of directly supporting participants in the programs. A high level of innovation, strong customer service skills and a willingness to provide greater flexibility to parents and participants has already resulted in a great deal of positive feedback.

Life Skills Programs addressing road safety, healthy and active life choices, cooking and our flagship financial literacy — to name but a few — are continuing to experience great interest and high participation rates. Thanks to growing income from fundraising activities, primarily philanthropic grants, these programs are provided at a nominal cost, as government funding is not available.

In order to enable full workplace participation, parents of school-aged children depend on the availability of After School Support and Vacation Care Programs. FRANS provides these during school terms in the afternoons and during school holidays weekdays, beyond the provisions of the government funding, incurring considerable unfunded costs.

Given the impending changes with the NDIS, the Department of Social Services, who funds these programs in part, has yet to confirm funding beyond July 2016. This is creating considerable trepidation amongst parents who depend on this support and who would otherwise not be able to pursue regular working commitments. While FRANS has been able to secure \$34,000 from local service clubs and a philanthropic trust, the full cost of these two supports exceeds \$250,000 per annum.

State government agencies have been encouraging people living with disability to receive individual funding packages similar to the funding of the NDIS. As a result, we have experienced very considerable changes in funding streams and the associated activities. In the instance of the Self-Managed Life Choices Packages, for example, growth exceeded 220%, as a growing number of participants are accessing programs through this funding arrangement and are no longer counted under a block funding arrangement. As a result of this transition, hours of support in some areas have changed very considerably.

SELF-ADVOCACY

The FRANS Self-Advocacy Group comprises six people with a disability who have known each other for many years, and some of whom have been accessing FRANS programs for upwards of twenty years. The group's objective is primarily to draw the attention of the public and government to some of the issues that prevent fuller participation and that continue to stall access to the community for all people, regardless of their ability. Following a field trip to Melbourne where the group attended a conference for self-advocates, they have established a regular and formal meeting routine and engaged a Board Director as a mentor to ensure that their work is noted and supported throughout the organisation.

Last year, the group commenced a project to tackle bullying at school, which they have all endured, and they have started work around organising 'What the heck is the NDIS', workshops for people with disabilities to shed some light on information on the NDIS that is presently largely available in a non-accessible format, as it is primarily targeted at carers and parents.

STRATEGY AND COMMUNICATIONS

Following the restructure in early 2015, marketing and fundraising was subsumed under this new department, alongside development and quality assurance.

Despite a strong increase of 80% to \$211,430, fundraising continued to be a challenge in the 2014–2015 Financial Year. This was primarily achieved through a much more successful grants program raising \$125,976 (up from \$56,084) and Business Sector Donations of \$43,945 (up from \$15,914). The latter stems from a partnership with the 'Townie', Newtown's Town Hall Hotel, which former employee and long-term supporter and friend of FRANS, Fran Rees, negotiated. This partnership and the great fundraising result were celebrated at the end of the financial year with patrons of the Townie and FRANS participants and families in the first annual FRANS Picnic Day. FRANS would like to acknowledge and thank Michael Hoyle, publican, and the staff at the Townie.

The newly invigorated For Art's Sake exhibition generated all of the income from events last year, and its new format was widely hailed as a success — both as an event showcasing creative expression of people living with a disability, and as a fundraiser. We are tremendously grateful to the practicing artists who collaborated with FRANS participants to create some of For Art's Sake's best pieces of art in its seven-year history.

To create an opportunity to connect with FRANS supporters and families, and to help raise money for the Self-Advocacy Group, we held our second trivia night in May. The event was generously supported by the local business community who donated a large number of prizes, thanks to the personal efforts of Diana Khoury and Genny Haines, two active members of the Self-Advocacy Group who persisted and solicited dozens of great prizes.

Source / Program	2014–2015	2013–2014
Grants — Programs*	\$125,976	\$56,084
Community Fundraising	\$23,603	\$23,932
Events	\$17,907	\$21,250
Business Sector Donations	\$43,945	\$15,914
Total Fundraising Income	\$211,430	\$117,179

While contributing to the overall revenue, these events also bring people together in a relaxed and fun environment and help build connections and awareness.

To meet some of the critical funding needs going forward, the Board determined in 2014 that FRANS must explore other fundraising avenues, including through partnerships with Private Ancillary Funds and through major gifts. With the support of a consultant, first steps have been taken to identify prospective sources and commence relationship building. This is a slow process and no quick wins are expected. Work in this domain will continue beyond the new financial year.

In consultation with the Strategic Projects Committee of the Board, FRANS explored options to expand its operation into new geographic regions adjacent to the Inner West and to further diversify its business through the provision of new support and care options. Further work must be undertaken to understand associated challenges and risks, but two distinct possibilities have been emerging in the domain of in-home care for ageing carers and participants, as well as in the provision of Day Options support beyond the immediate Inner West of Sydney.

Following a mandatory third party verification of our performance against the NSW Disability Standards, FRANS obtained proof of compliance and was issued the Certificate of Registration in February 2015. The process involved staff at all levels, as well as FRANS participants. It tested procedures and practices against 83 standards in six areas of operation, namely rights, participation and inclusion, individual outcomes, feedback and complaints, service access and service management.

With obtaining the certificate, our statutory compliance is valid for three years, until the next government funding round. However, as part of our commitment to continuing improvement and quality assurance, FRANS will engage the accredited verifier annually to undertake an audit of our compliance with the standards, and to ensure any shortcomings are identified and remedied immediately.



FINANCE AND CORPORATE SERVICES

Part of the restructure of FRANS resulted in bringing together Corporate Services and Finance under the responsibility of the Chief Financial Officer. This large department comprises human resources, administration, facilities and vehicles, as well as finance. Its focus, by and large, is on financial management and NDIS readiness in terms of workforce, systems and procedures, as well as back-office capabilities.

PEOPLE AND TALENT

FRANS recognises that a workforce is only as good as its understanding of the needs of its customers. To ensure that administration staff, who have few opportunities to meet participants and families, remain aware of the issues they face, we continued with our policy of all office staff working on a group activity, an outing or another program for a day every quarter. Participating in this manner also provides us with a better understanding of the environment in which our Support Workers work and raises awareness of issues and of necessary improvements. Most importantly, it reminds us of the challenges families living with disability face every day, and of the importance of ensuring that our support programs meet their needs. Last year FRANS also employed a young adult participant of many years, in a casual role to support the Administration team.

To that end we have continued with the practice of engaging a person with disability in our recruitment process for new staff, ensuring that candidates demonstrate an innate ability to relate to people with disability and an appreciation of their needs.

Work in the disability space can be difficult and is emotionally demanding. We have therefore also provided opportunities for staff to attend training in emotional intelligence and resilience. This was in addition to continuing training in a range of areas to maintain and nurture a zero-harm culture and to offer development opportunities.

As part of the restructure of FRANS in anticipation of the full rollout of the NDIS, some of our employees have been given opportunities to step up and assume higher responsibilities in preparation for new roles with wider areas of responsibilities. This way we are able to identify development needs when there is still time to acquire new skills. This gives us an advantage ahead of the highly anticipated final roll-out schedule of the scheme.

As at 30 June 2015, FRANS employed 128 employees and had 21 volunteers, including 11 Directors, as follows:

- 103 Support workers (23 permanent part time and 80 casual employees)
- 25 office staff
- 10 volunteers
- 11 Directors (volunteers)

STAFF AWARDS

Ray Garden Memorial Award

The Ray Garden Memorial Award celebrates outstanding achievements of one of our volunteers. The award is in honour and memory of the late Ray Garden, a FRANS participant of some 30 years, who passed away in 2013, aged 66. For many years, Ray visited our offices in Croydon several times per week, to check on staff, water our plants and help with the shredding of paperwork.

This year, the Ray Garden Memorial Award for Excellence in Volunteering goes to Bridget Kelly.

Bridget has been accessing FRANS programs for more than ten years. During her last year of high school, she started supporting FRANS as a volunteer with very versatile skills. At our annual arts exhibition, For Art's Sake, Bridget joined the catering crew and served our guests scrumptious food. Her greatest impact, however, is in her support of the Coordination team at FRANS, where she is taking care of a wide range of administrative duties. Bridget is typing up activity reviews of adult FRANS groups, she's printing and collating mass mailings, she's shredding paperwork and she is also taking care of our indoor plants.

"I like volunteering for FRANS because I like to learn new things whenever I volunteer. FRANS has always helped me. All I wanted to do was to say 'thank you' for everything. Volunteering lets me use skills that I learn in school. Now I have experience in office work, I know this is something I want to do now that I have finished school! Thank you FRANS for supporting me and giving me the opportunity to realise what I am able to achieve."

Moore Brothers Memorial Award

The Award for Excellence in Direct Support Work is named in honour of three brothers and FRANS participants, Thomas, Danny and Joshua Moore. The late Thomas and Danny, as well as Joshua, who survives his brothers, played an important role in FRANS demanding a greater person-centred approach, at a time when the term had yet to achieve such prominence as today.

The three brothers often insisted on their rights to individuality, inclusion and universal access, choosing to extend their participation in support programs to seeing bands and having a drink at their local pub.

FRANS Coordinators who work closest with our direct support staff nominate a Support Worker, who they have seen go above and beyond. The award for the 2014–2015 year has gone to Anzhella (Angela) Kostashchuk, who joined FRANS in April 2013. Angela is a versatile Support Worker who was soon recognised as someone to whom going above and beyond comes naturally. She says that she finds her job "extremely rewarding and fulfilling". This is also evident to many FRANS participants and families who are particularly fond of Angela and often specifically request her as their preferred Support Worker.

"I am very grateful for this award and the recognition of my efforts and commitment as a Support Worker. I am thankful to have found a great organisation, such as FRANS, in which I can do a job that I love and share with so many wonderful people. I enjoy every moment of it, and I hope that I can continue adding value to FRANS programs and to help my fellow workers do the same."



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Dick Conroy Memorial Award for Service Excellence

The award for service excellence recognises outstanding achievements of our office staff and is arrived at by a voting round each quarter, where staff nominate three colleagues whose professionalism and dedication have greatly influenced the success of FRANS overall.

The award is named after the late Dick Conroy, Board Member and Treasurer of FRANS, whose work was dedicated to continually improving outcomes for the people who participate in FRANS support programs, their families and carers.

For the 2014–2015 financial year, the award is given to Enrica Irene. Irene, as she is known to her colleagues, started work at FRANS in 2012, initially as a Support Worker, before she joined the Support team as a Coordinator. Now as a Senior Coordinator, she is mainly working on Life Skills Programs and is also overseeing Community Engagement programs for kids and adults. Originally from Jakarta, Irene has a degree in Psychology and Human Resources and worked in the corporate sector before joining FRANS.

“I feel really honoured and thankful to accept this award. It’s a big reward for collaborative work across all teams, including the support staff in the Life Skills Program. I have learnt so many things at FRANS and it’s always a pleasure working across teams. Thanks to my manager, Thom, I have had many opportunities to challenge my creativity, develop new skills and expand my knowledge in different areas.”



Patron

We were indeed privileged that Julie McCrossin continued her important role as they key advocate for FRANS and an invaluable champion for people with disabilities in general. Whether Julie promotes FRANS events on social media or whether she spruiks For Art’s Sake on YouTube, we can always rely on her making herself available at shortest notice and on returning religiously every year to MC our Annual General Meeting in her signature style.

Julie’s involvement in many important causes, spanning disability, human rights, women’s health, adult learning, international aid and indigenous rights is testimony to her commitment to supporting the disadvantaged and vulnerable.

FRANS is proud and grateful to Julie for the enduring and strong partnership with her.

Board of Directors

As at 30 June 2015, the Board of Directors comprised eleven members, all of them volunteers. They bring a range of skills and expertise to the table, including human rights, finance, law, government, management and leadership, fundraising and, importantly, lived experience of disability.

Directors are rarely visible to participants and families, indeed to many of our staff, as their very considerable investment of time and skill in the organisation mainly occurs outside of working hours and often outside of the FRANS office. Directors have statutory responsibilities as caretakers of FRANS and they sit on four committees with FRANS staff and people with disabilities. The committees comprise finance, strategic projects, customer engagement and fundraising.

Through the Directors, FRANS has an opportunity to access services and forge working relationships with business and government agencies that enhance our work. They support some of our programs in a voluntary capacity and they frequently participate in fundraising activities and other events at FRANS.

Directors are highly effective and contribute to the objectives of FRANS to achieve a better outcome for people with disability through their indispensable work in helping FRANS build a profile as a respected leader in the sector and a partner of choice for other support organisations.



BOARD OF DIRECTORS' REPORT

Family Resource and Network Support Incorporated

Your Board of Directors submits the financial statements of Family Resource and Network Support Incorporated for the financial year ended 30 June 2015.

DIRECTORS

The names of the Directors at the date of the report are:

Glenn Ball	President
Emily Dash	Vice President
Warren Dawes	Treasurer
Sally de Dear	Secretary
Mary Lou Carter	Director
Sandra Casinader	Director
Darren Dick	Director
Penny Gerstle	Director
Rosemary King	Director
Stephen Hodges	Director
Rosa Saladino	Director
Non-voting	
Jerry McNamara	CEO and Public Officer

PRINCIPAL ACTIVITIES

The principal activities of the organisation during the financial year were support and assistance to people with disabilities, their families and carers.

SIGNIFICANT CHANGES

No significant changes in the nature of these activities occurred during the year.

OPERATING SURPLUS

The surplus from operating activities for the year was \$27,185.

Signed in accordance with a resolution of the Board of Directors.



Glenn Ball	Warren Dawes
President	Treasurer
2 September 2015	2 September 2015

BOARD MEETING ATTENDANCE FOR THE 2014–2015 FINANCIAL YEAR

	02/09/2014	22/10/2014 AGM	16/12/2014	17/02/2015	22/04/2015	10/06/2015	Total Attendance
Glenn Ball	1	1	1	1	1	1	6/6
Emily Dash	0	0	1	1	1	1	4/6
Sally de Dear	0	0	1	1	1	1	4/6
Warren Dawes	1	1	1	1	1	1	6/6
Emmanuel Boumard ¹	1	1	n/a	n/a	n/a	n/a	2/2
Mary Lou Carter	1	1	0	0	0	0	2/6
Sandra Casinader	1	1	0	0	1	0	3/6
John Clarke ²	1	1	1	1	n/a	n/a	4/4
Brian Daniels ¹	1	1	n/a	n/a	n/a	n/a	2/2
Darren Dick	0	0	1	1	0	1	3/6
Stephan Hodges	1	1	1	1	1	1	6/6
Rosemary King	1	1	1	1	1	1	6/6
James Missiakos ³	1	1	1	n/a	n/a	n/a	3/3
Penny Gerstle ⁴	n/a	n/a	n/a	n/a	0	1	1/2
Rosa Saladino ⁴	n/a	n/a	n/a	n/a	1	1	2/2

¹ resigned October 2014

² resigned March 2015

³ resigned January 2015

⁴ commenced April 2014

TREASURER'S REPORT 2014–2015

The audited accounts for the year ended 30 June 2015 are presented for your consideration and adoption.

A full set of Financial Statements are available on request.

The 2014–2015 financial year finished with an operating surplus of \$27,185 compared to a surplus of \$8,426 for the previous financial year.

The operating result for 2014–2015 includes an extraordinary revenue item of a \$74,128 workers compensation refund from a prior year. The result is also after the transfer of \$200,000 to an NDIS working capital reserve. This is part of continuing management action to ensure adequate working capital in readiness for the rollout of the NDIS from 1 July 2017.

The working capital reserve has in no way compromised FRANS meeting its obligations in terms of the provision of services to clients, their families and carers.

INCOME

Income increased by \$594,091 on the previous year mainly due to an increase in government funding.

EXPENDITURE

Expenditure increased by \$449,460 on the previous year mainly due to

- \$537,527 increase in salaries and wages including salary rate increases.
- \$78,775 decrease in property expenses including rent and repairs and maintenance.

FINANCIAL POSITION

The balance sheet shows a strong financial position.

Current Assets exceeded Current Liabilities by \$329,155 at 30 June 2015 indicating a healthy cash position.

Any queries regarding the 2014–2015 results can be addressed to me or to the FRANS Chief Financial Officer, Susan Woodhouse.

I would like to thank the Board, staff, and our Auditor, David Conroy for their support, help and advice throughout the year.



Warren Dawes
Treasurer
2 September 2015

BALANCE SHEET AS AT 30 JUNE, 2015

	2015 \$	2014 \$
ACCUMULATED FUNDS		
Reserves	–	–
Retained Surplus	362,907	135,722
TOTAL ACCUMULATED FUNDS	362,907	135,722
Represented by:		
CURRENT ASSETS		
Cash and Cash Equivalents	805,482	449,767
Receivables	336,907	182,046
Prepayments	9,877	13,997
TOTAL CURRENT ASSETS	1,152,266	645,810
NON CURRENT ASSETS		
Receivables (Bonds)	32,820	36,220
Property, Plant & Vehicles	33,752	46,415
TOTAL NON CURRENT ASSETS	66,572	82,635
TOTAL ASSETS	1,218,838	728,445
CURRENT LIABILITIES		
Payables	543,220	359,792
Provisions	230,573	167,974
TOTAL CURRENT LIABILITIES	773,793	527,766
NON CURRENT LIABILITIES		
Provisions	82,138	64,957
TOTAL NON CURRENT LIABILITIES	82,138	64,957
TOTAL LIABILITIES	855,931	592,723
NET ASSETS	362,907	135,722

Full financial statements and accompanying notes pertaining to this Audit report are available on request.

**DETAILED INCOME STATEMENT
FOR THE YEAR ENDED 30 JUNE, 2015**

	2015 \$	2014 \$
Gross Revenue from Ordinary Activities	5,274,261	4,680,170
INCOME		
Govt Recurrent Grants	4,047,051	3,528,801
Grants Other	125,976	45,084
Out source Services	810,441	867,555
Fee Recoupment	26,980	25,360
Client Contributions	96,433	79,366
Donations	23,603	25,932
Interest Received	23,740	19,518
Membership	4,760	5,520
Corporate Sponsorship Income	43,945	36,914
Trusts & Foundations	—	—
Rent	52,075	5,027
Fundraising Activities	17,907	19,250
Sundry Income	1,350	21,843
TOTAL INCOME	5,274,261	4,680,170
Less Expenditure		
Administration	153,182	203,390
Fund Raising	17,015	21,809
Repairs & Replacements	7,811	85,863
Insurance	184,580	227,489
Motor Vehicle Expenses	98,296	66,609
WHS	762	111
Program Expenses & Reimbursements	182,142	166,511
Volunteer Expenses	4,989	4,882
Rent, Rates, Electricity & Security	282,538	284,090
Salaries & Wages	3,636,946	3,168,387
Employee Entitlements	100,280	32,307
Superannuation	330,243	286,224
Telephone	31,265	30,109
Training	54,782	49,385
Travel	3,210	2,330
TOTAL EXPENDITURE	5,088,041	4,629,496
Surplus before Depreciation	186,220	50,673
Depreciation and Amortisation	(33,163)	(42,248)
Prior Year Workers' Compensation Refund	74,128	–
Transfer to NDIS Working Capital Reserves	(200,000)	–
Operating Surplus/ (Deficit) from Ordinary Activities	27,185	8,426

Full financial statements and accompanying notes pertaining to this Audit report are available on request.

STATEMENT BY MEMBERS OF THE BOARD

In the opinion of the Board of Directors the accompanying financial report presents a true and fair view of the financial position of Family Resource and Network Support Inc as at 30 June 2015 and its performance for the year ended on that date in accordance with Australian Accounting Standards (including Australian Accounting Interpretations) of the Australian Accounting Standards Board.

At the date of this statement, there are reasonable grounds to believe that Family Resource and Network Support Inc will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the Board and is signed for and on behalf of the Board by:



Glenn Ball
President
2 September 2015

Warren Dawes
Treasurer
2 September 2015

INDEPENDENT AUDIT REPORT TO THE MEMBERS OF FAMILY RESOURCE AND NETWORK SUPPORT INC. ABN 39 136 853 895



Principal: David Conroy FCA

Postal Address:
Level 2/154 Elizabeth Street
Sydney NSW 2000

Telephone: 02 9267 9227
Fax: 02 9261 3384

Email:
admin@bryanrush.com.au
ABN: 95 373 401 379

Report on the Financial Report

We have audited the accompanying financial report of Family Resource and Network Support Inc which comprises the statement of financial position as at 30 June 2015 and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date, a summary of significant accounting policies and other explanatory notes and the statement by members of the Board of Directors.

Board's Responsibility for the Financial Report

The Board of the association is responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Associations Incorporation Act (NSW) 2009 and for such internal control as the committee determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Board, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Audit Opinion

In our opinion:

The financial report of Family Resource and Network Support Inc. is in accordance with the Associations Incorporation Act (NSW) 2009 including:

- i) giving a true and fair view of (or presenting fairly, in all material respects of the Associations Incorporation Act (NSW) 2009) the association's financial position as at 30 June 2015 and of its performance for the year ended on that date;
- ii) complying with Australian Accounting Standards as disclosed in Note 1; and
- iii) complying with Div 60 of the ACNC Act 2012.

BRYAN RUSH & CO Chartered Accountants



D R Conroy
Principal

Sydney
Date: 2 September 2015

PLEASE CONSIDER SUPPORTING FRANS WITH A TAX DEDUCTIBLE DONATION, OR BY BECOMING A MEMBER

DONATE NOW

Your donation helps us continue with critical Life Skills Programs that nurture greater autonomy and help people with disability lead more fulfilled and engaged lives.

We guarantee that your donation goes towards these programs and that it will have a direct impact on the people who access our programs.

All donations of \$2 and over are tax deductible.
CFN: 14593 / ABN: 39 136 853 895

YES, I would like to make a donation to FRANS.

Your support will provide:

- \$35 — 1 hour of 1:1 support
- \$100 — participation in a 1 day group outing
- \$200 — 1 day of 1:1 support
- Other: \$ _____
- I would prefer to give a regular gift of \$ _____ to be automatically charged to my credit card every: month quarter six months year.

BECOME A MEMBER

Members are eligible to vote at the FRANS AGM, join a subcommittee, and access and borrow books, DVDs and other resources free. Please apply now for 2015/2016.

- \$20 Individual / Family membership
- \$50 Organisational membership

Dr Mr Mrs Ms Miss

Name

Organisation

Address

Postcode

Phone

Mobile

Email

DONATION / MEMBERSHIP PAYMENT DETAILS

I enclose a cheque / money order payable to FRANS Inc

Please debit my credit card. VISA Mastercard

Card no

Expiry date

Cardholder's name

Cardholder's signature

Return to: FRANS, PO Box 210, Croydon NSW 2132

SUPPORT GOVERNMENT AND LOCAL

NSW GOVERNMENT DEPARTMENT OF
FAMILY AND COMMUNITY SERVICES

NSW GOVERNMENT DEPARTMENT OF
AGEING, DISABILITY AND HOME CARE

AUSTRALIAN GOVERNMENT DEPARTMENT
OF SOCIAL SERVICES — DEPARTMENT OF
FAMILIES, COMMUNITY SERVICES AND
INDIGENOUS AFFAIRS

ASHFIELD COUNCIL

MUNICIPALITY OF BURWOOD

CITY OF CANADA BAY

CITY OF CANTERBURY

LEICHHARDT MUNICIPAL COUNCIL

MARRICKVILLE COUNCIL

STRATHFIELD COUNCIL

CITY OF SYDNEY

DONORS \$40,000+

FINANCIAL LITERACY AUSTRALIA

TOWN HALL HOTEL

DONORS \$10,000–\$15,000+

THE MARIAN AND E.H. FLACK TRUST

DONORS \$5,000–\$9,999

FISCHER OPTICS

BURWOOD RSL CLUB

MY CHOICE MATTERS

ALL PURPOSE CONSULTANTS

WESTS ASHFIELD LEAGUES CLUB

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COMMUNITY CLUB

THE RAYMOND E PURVES FOUNDATION

YES OPTUS COMMUNITY GRANTS

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CLAUDIA GSCHWIND

ASHFIELD MUNICIPAL COUNCIL

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MARK WADLEY

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ROSA SALADINO

MARY MCMAHON

CATHY HODGKINSON

GARY GERSTLE

NORMAN DISNEY YOUNG
CHARITABLE TRUST

KATHY EVANS

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THE UNITED NATIONS CONVENTION ON THE RIGHTS OF PERSONS WITH DISABILITIES

FRANS supports the United Nations Convention on the Rights of Persons with Disabilities, and our employees are bound by the principles for which it stands.

The Convention's purpose is to promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities, and to promote respect for their Inherent dignity.