



2023 ANNUAL REPORT



amicus
one person at a time

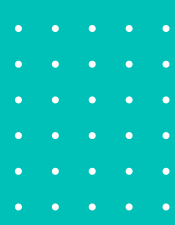


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Our Results



Acknowledgement of Country

We acknowledge the Traditional Owners of the Country that we work on and recognise their continuing connection to land, waters, and culture. We pay our respects to their Elders past, present and emerging and the Elders of other Aboriginal and Torres Strait Islander communities. Moreover, we express gratitude for the knowledge and insight that Traditional Owners and other Aboriginal and Torres Strait Islander people contribute to our shared work.

We acknowledge that our offices are on the traditional lands of the Dja Dja Wurrung (Bendigo)



Our Vision



Everyone living their best life

Our Purpose



We make a difference - together.
One person at a time, one place at a time.

Our Values



Respecting Diversity

We welcome and respect each and every person - their culture and individual needs, choices and abilities - and what matters most to them.



Building Partnerships

We work intentionally to build strong partnerships with and for our people and the communities in which we work.



Social Impact

We believe in a just society with equal opportunities, where everyone can contribute, is included and feels that they belong.



Developing Leadership

We develop the capabilities of our people, we advocate and champion and have the courage to shape a better future.

Our Strategic Statement



We create opportunities and impact - one person at a time and one place at a time, through our innovative and high quality services and supports, community partnerships and contemporary technology for people of all abilities, ages and stages, in the communities in which we work. Every participant will tell us that we make a positive difference to their lives, every employee will feel valued and communities will welcome our contribution.



Our Goals

Goal 1

Grow our organisation to meet community need

Goal 2

Be the employer of choice

Goal 3

Have the best possible impact on people and places

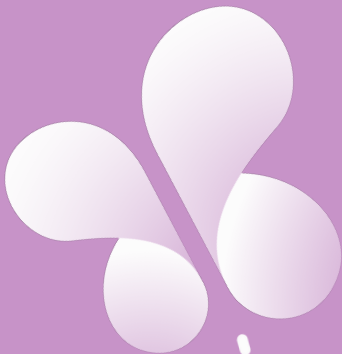
Goal 4

Achieve excellent organisational health

Risk Management Framework



Amicus's risk management framework is embedded across all operations. The framework is the totality of systems, structures, policies, processes, and people within Amicus that identify, measure, monitor, report and control or mitigate internal or external sources of material risk.





Chair's report



I would like to introduce myself given I am new to the Amicus family. My name is Stan Liacos and I joined the Board of Amicus Community Services in August 2023. I have lived in Bendigo for over 17 years. It is a great place to raise a family and to feel part of a vibrant regional community that is both growing and realising its exciting potential.

Joining the Board of Amicus fulfils a long-held desire of mine to 'give back to the community' by contributing both passion and expertise to help govern and promote important organisations such as Amicus that care and provide support for so many participants.

In the short time that I have been with Amicus, I have had the pleasure of meeting a fabulous group of people who are dedicated to working with our participants, helping them grow and develop.

We so often talk about 'values' in society and in the workplace, but to see them actually lived out and the difference dedicated people can make to the lives of others, speaks to who we are at Amicus. Our participants are seen as individuals with aspirations and hopes, frustrations and barriers. To each of them, I can say that you are seen and heard by those of us at Amicus.

I have witnessed what a dedicated and talented group of staff can do when faced with challenges, and we have certainly had our fair share in recent years. There have been some significant financial challenges that we have wrestled with and worked hard to continue providing quality services within tightening funding structures. Recently, there has also been significant changes in management leadership and staff, as we remodel the way we operate in some areas and map out a brighter, financially sustainable future.

The past year has been a time of transition and transformation, positioning Amicus for ongoing success.

This has required, at times, difficult and challenging but necessary decisions. The Board thanks CEO Kevin Feeney for his collaboration with and leadership of the executive team. Amicus is now a more resilient and innovative organisation.

This Annual Report provides but a brief snapshot of some of the key aspects of our services and people and summarises our efforts and achievements across the organisation. There is much we have done in the last year, but equally there is much more we need to keep doing, and in some instances do better. In that light, I look forward to working with our participants, stakeholders, staff and Board colleagues in developing and launching our next Strategic Plan in 2024.

The Board is proud of the many participants we support in the region that choose to use our services. We are equally grateful to the staff at Amicus that also choose to work with us.

To the Board and executive management team, thank you for your stewardship and commitment.

Thank you in particular to Board member Norm Cockerell who stepped up as Interim Chair before I commenced and thank you also to well-known local Ken Marchingo for his steady hand and drive for part of the year as Interim CEO.

And finally, I offer billowing applause and sincere gratitude to Paul Somerville for his extraordinary 17 years of service, care and commitment to the Amicus family as immediate past Chairman. Paul's contribution cannot be summed up in one brief sentence but is best seen in the inspiration and ongoing impact his vision and energy has made to the lives of so many people. Best wishes Paul!

Stan Liacos

Chair

A Message From Our CEO

This being my first report here at Amicus I would like to share with you a little about myself and reflect upon my first year. I joined Amicus in September 2023 which meant both a change of sector and local community. Previously I was the CEO for a specialist early years provider and immediately before that with a community services organisation in Melbourne. What they all three organisations have in common is a focus on the individual they serve, of their inherent value and potential along with the very real barriers many face. Fortunately throughout I have been fortunate to work with many people that have a special dedication to service and mission, none more so than here at Amicus. On a personal level I have been made to feel very welcome in Bendigo. It has been a professional and personally rewarding experience.

As I look back on the year I think of challenge and resilience whilst looking forward I immediately think of opportunity. The three are very much intertwined. The challenges were very much about managing the essential changes to key processes and ways of working, changes which necessarily impacted our financial results in the short term. We simplified and streamlined our way of engaging with new participants, invested in key support areas such as human resources, quality and finance. These were all necessary to ensure quality, targeted services were able to be provided in a sustainable manner. Even though some of the decisions made required significant change for our people the buy in from everyone at Amicus meant that the new direction could be implemented quickly and effectively. Our staff are to be congratulated for their willingness to change and adapt.

These challenges and the way we were able to respond showed a real resilience by our people. We asked many things of them this year and they consistently were able to respond in a thoughtful and considered manner. More than that the level of professionalism and enthusiasm for the task at hand actually increased over time and with each new challenge. We see this not only in things like net promoter scores but also in the energy people bring, even making their own suggestions for change. And all through this our adherence to values and missions remain at our core.

Going forward a strong a resilient culture, dedicated staff and professional systems and processes positions us well to meet the ongoing challenge of improving the lives of some of the most vulnerable and disadvantaged people in our community.



Already we are planning for growth and development, to increase our impact through investment in new and innovative services. All this will be embedded in our next Strategic Plan which will be released 2024.

I would like to thank our participants for placing their trust in us, to staff and management for continuing to make a difference and to the Board for their leadership and counsel. I would like to single out two people who left through the year. To Ken Marchingo who was interim CEO from May to September 2022, the foundations laid were so important in our success. Finally to Paul Somerville who finished up as Chair and Director in June 2023. Whilst number don't tell the whole story they are impressive nonetheless. 17 years as Director and Chair, growth in revenue from \$1M to a peak \$14M, more than 300 participants now receiving our services and guiding through the sale of land holdings that created the strong financial foundation of Amicus. In addition, his good counsel, leadership and his commitment to the mission were always evident. Thank you for your fabulous contribution and best of luck for the future.

Kevin Feeney

The CEO of Amicus Community Services

Our Story



Amicus Community Services have been supporting the needs of vulnerable people and local communities across central Victoria since 1988.

It is no coincidence a butterfly forms part of the Amicus logo. For a number of years Amicus has been an organisation undergoing metamorphosis. In response to the Victorian State Disability Plan 2002-2012, and a number of State Government initiatives like Changing Days, Amicus really embraced the principles of individualised support and community inclusion, and these formed the way forward for Amicus.

Small steps saw a return to supports occurring in the community and in mid 2013, Amicus made the decision not to offer facility-based supports to new participants. By 2014 Amicus moved from the Cecil Street site to the central business district. This move marked a transition for Amicus from delivering centre-based day services, to a fully community-based model.

In late 2022, another new transition occurred, combining our three sites into one centralised location in Williamson Street which was officially opened by Bendigo Mayor, Andrea Metcalf on 22nd March 2023.

Amicus believes the best way to work with people is one person at a time. The focus is on the individual and with intentional support provided by staff, we match people with similar interests and passions.

Working with families has always been the approach of Amicus and we aim to provide whatever support we can to keep families strong.

In 2011 Amicus commenced providing support to younger people with a disability, Amicus was successful in obtaining a State Government grant to provide Out of School Hours and Vacation Care in partnership with Bendigo Regional YMCA. This program has since ceased.

Amicus has witnessed first-hand the impact that choosing mainstream opportunities throughout childhood and teenage years has on the pathway chosen in adulthood.

Through Amicus's work with children, we have come into contact with children and teenagers where there was a disproportionate number of them living with a disability in residential care. While working with these children to deliver NDIS funded supports, we are connecting them back with a supportive and engaged community.

Over the 30 plus year history of Amicus there have been many transformations occur. As an organisation, we must continue to adapt and evolve in order to truly serve our community. It would be easy to think that Amicus has reached our final destination. The truth is that the journey continues.

Our Board of Directors



Stan Liacos
Chair (Since Aug 2023)



Norm Cockerell
Director



Mike Kiernan
Director



Katherine Shamai
Director



Jo Ciancio
Director



Ben Yuen
Director



Paul Somerville
*Chair & Director
(up to Jun 2023)*



Leigh Svendsen
Director (Since Sep 2023)

Our Governance

Amicus Community Services is a company limited by guarantee, incorporated under the Corporations Act 2001 and registered as a charity under the Australian and Non-for-profits Commission (ACNC) Act 2012. Ultimate responsibility for the organisation rests with the Board of Directors.

The role of our Board

The Board's task is to ensure Amicus Community Services achieves its strategic objectives whilst mitigating risks. As a group, the Board provides strategic leadership and goals for the organisation, monitors business activities and financial position and also assesses whether all actions are achievable, implemented and delivered appropriately.

The ACNC lists the following Governance Standards that registered charities must comply with:

Standard 1: Purpose and not-for-profit nature

Standard 2: Accountability to members

Standard 3: Compliance with Australian laws

Standard 4: Suitability of Responsible People

Standard 5: Duties of Responsible People

Standard 6: Maintaining and enhancing public trust and confidence in the Australian not-for-profit sector

Directors Meetings

Attendances by each Director during the year were as follows:

Director	Board Meetings		Audit and Risk Committee Meetings		Governance Committee Meetings	
	A	B	A	B	A	B
Paul Somerville	11	10	2	2	2	2
Mike Kiernan	11	9	6	6	6	6
Giuseppe (Joe) Ciancio	11	9	2	1	2	1
Ben Yuen	11	10	6	6	6	6
Norm Cockerell	11	10	2	2	2	2
Katherine Shamai	11	10	6	4	6	4

Director	Finance Committee	
	A	B
Paul Somerville	10	10
Mike Kiernan	10	10
Giuseppe (Joe) Ciancio	10	6
Ben Yuen	2	2
Norm Cockerell	10	10
Katherine Shamai	0	0

A - The number of meetings eligible to attend.

B - The number of meetings attended.

-- Not a member of that committee.



Our Thanks

Amicus Community Services said goodbye to our long serving Chair and year at the end of June, Paul Somerville, after he resigned from his position with our Board.

Paul joined Amicus as President in 2005 when we had a turnover of \$1M and when he resigned as our Chair, the turnover had grown to some \$10M. During his 17 years of tenure, he has explored many ways to improve our impact, including proposed mergers, the organisations entry into NDIS, the selling of land to provide greater financial security and making the difficult decisions to close our North Bendigo Nursery.

At all times, Paul has been driven by the need to position Amicus to grow and develop, always focusing on doing what is needed to ensure we are making lives better for some of our most disadvantaged community members. He oversaw numerous strategic plans, developed strong working relationships with key stakeholders and drove our diversification in response to participants' needs and choice.

Paul leaves a legacy of a strong and innovative organisation, one focused on delivering services 'one person at a time'.

Thank you Paul and we wish you all the best in the future.



Our Executive Team



Kevin Feeney

Chief Executive Officer

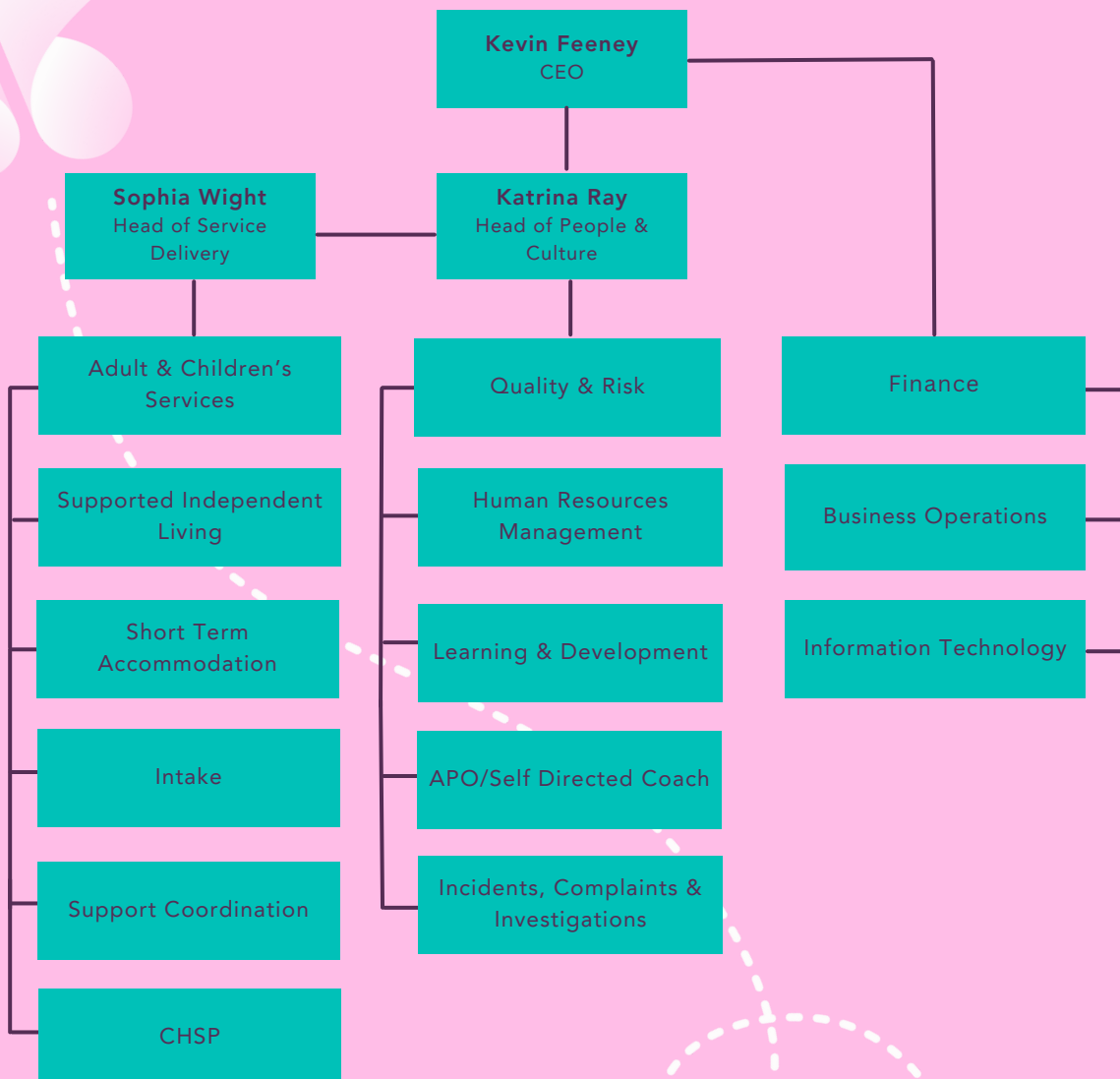
Sophia Wight

Head of Service Delivery

Katrina Ray

Head of People & Culture

Organisational Chart





Our Partnerships

MASARG Partnership

Mt Alexander Shire Accommodation and Respite Group (MASARG) worked tirelessly over a 10-year period to fundraise and construct short-term accommodation, or respite house, to meet the needs of local people with disability many of whom have ageing carers. This facility is known as Melissa Court.

Amicus was successful in its submission as the preferred provider and continues to work with MASARG to get the best outcomes for our participants.

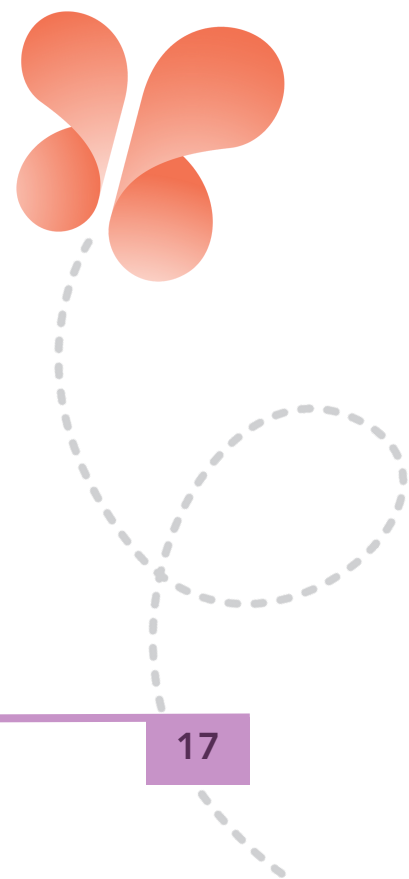
Melissa Court provides a landscaped tranquil bush setting with secure gardens. The home is fully equipped for people with high needs, accommodates up to four participants at a time and includes a self-contained unit where participants can see what it is like to transition to independent living.

While staying at Melissa Court, participants can expect to see kangaroos in the front yard and an abundance of bird life amongst the beautiful native gardens, including the occasional sheep and cow that may visit from next door.

Day trips to Maldon, Daylesford, Creswick and a short trip to Melbourne by train are all activities that participants are offered during their stay.

Participants are involved in choosing the menu for their stay, cooking their chosen meal and of course helping with the clean-up.

Amicus values the relationship we have with MASARG and without Melissa Court, many participants and families would not be able to experience time away from home.



Our Participants

Marie's story - Support Coordination



Marie is a participant that has received the assistance of Amicus Support Co-ordination for 5 years now.

Marie resided at the Homebush Supported Residential Setting for over 25 years before having to enter the hospital system for a health issue. Due to her complex needs, Marie was deemed to be too high care to return to the Homebush facility, so she had to reside in various wards of the Bendigo Health Care Group for two and a half years.

In that time Amicus Support Co-ordination worked with Allied Health professionals and the NDIS to build Marie's Specialist Disability Accommodation (SDA) status from 'Improved Livability to High Physical' which then enabled Marie to be eligible for appropriate housing where she could be supported 24/7 in her long term forever home.

Amicus Support Co-ordination applied for many accommodation options and Marie was offered a share house with SCOPE, but the home was yet to be constructed. Marie was able to transition to Melissa Court for a period of four months, waiting for her home to be completed. It is anticipated that this will be early December 2023.

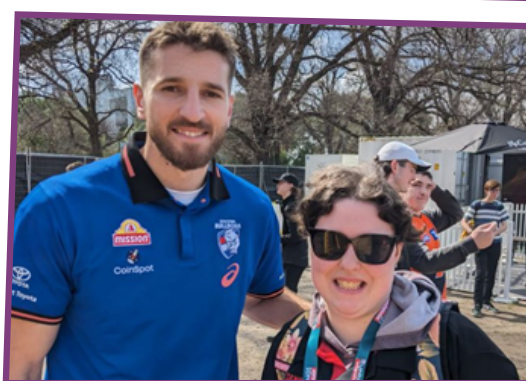
Amicus is extremely grateful to the Bendigo Health Care Group for their interaction and support during Marie's stay at the Hospital. This is an excellent example of how positive collaboration can enhance participant outcomes.

Marie has gained many friends and fans along the way and remains one of the Amicus favourites. She is a delightful and engaging person who deserves nothing but the best in her life.

Our Participants

Katie's story

Katie is an avid AFL fan and a very passionate supporter of the Essendon Bombers. She currently spends 3 days a week in Melissa Court which gives her the opportunity to be more independent and to pursue her interests.



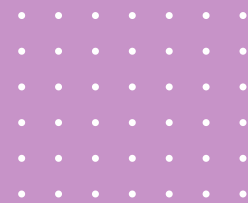
When at Melissa Court, Katie enjoys cooking her favourite meals, including Chicken and Vegetables as well as Spaghetti. She enjoys all things football and spending time in the community fossicking through the local op shops to see what football merchandise she can uncover. Katie was also able to do a stint helping out at the local Red Cross Op Shop where she learnt how to press and hang clothing, which she really enjoyed. As part of Katie's goals that are set around more independence and her having choice and control, Katie wanted to travel to Melbourne on the train from Castlemaine to attend the AFL Festival of Footy during Grand Final week.

Katie was able to spend the whole day soaking up the atmosphere of the festival and even got a photo opportunity with the 'Bont'.

Next year Katie hopes to be able to attend some of the home and away games to support her beloved Bombers. She is hoping to attend both Marvel Stadium and the MCG, and be cheering really loudly from the stands.



Our People



"No one can whistle a symphony. It takes a whole orchestra to play it." – H.E. Luccock

We want to take this opportunity to acknowledge the amazing work of our Community Support Workers. Our team of dedicated staff are in our community everyday providing important supports to people living with a disability and enabling them to 'Live their Best Lives'.

We currently employ approximately 180 Community Support Workers who have come to us from all walks of life. Our workers use not only their previous employment experience, but also their lived experience. A great deal of our workers have a connection in some way to someone with a disability, a family member, friend or acquaintance and are wanting to provide our participants with the very best of care.

Behind the scenes are our Head Office staff, working tirelessly to ensure we can provide the best people to support our participants in our community and keep our organisation running smoothly.

We thank each and every one of you for supporting Amicus and its participants, we could not do what we do without you!





Our People Milestones

In recognition of our dedicated staff, we would like to acknowledge the following individual milestones that occurred for the 2022 - 2023 year:

5 years of service

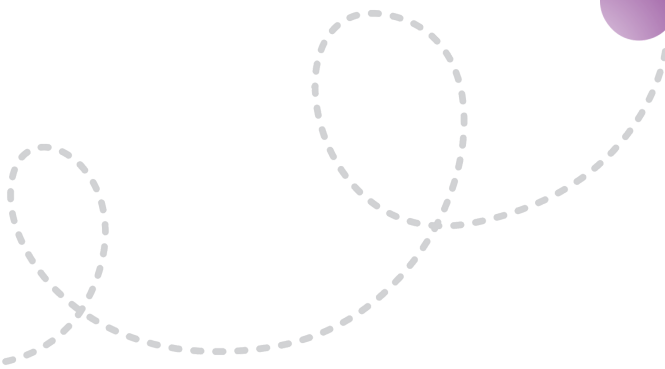
- Helen Webber - Community Support Worker
- Kim Benton - Team Leader
- Rhonda Lindner - Community Support Worker
- Rodney Garner - Team Leader
- Caitlin Smith - Children's Services Manager
- Leesa Swanson - Community Support Worker
- Rhonda Joyce - Community Support Worker
- Gabrielle Killeen - Community Support Worker
- Joy Harris - Community Support Worker
- Anthony Lalor - Team Leader
- Ashley Clayton - Community Support Worker
- Jack Bloom - Community Support Worker
- Rochelle Henderson - Community Support Worker
- Shannon Cunningham - Community Support Worker
- Tori Trimble - Community Support Worker
- Marcus Frenks - Community Support Worker
- Lwai Thaw Klay Pay Klay - Community Support Worker

10 years of service

- Di Rajics - Community Support Worker

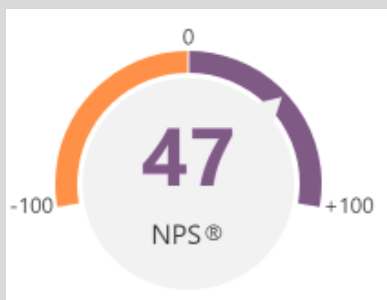
15 years of service

- Dean Pawlowski - Team Leader
- Christine Cox - Community Support Worker



Our Culture

Individuals work for our organisation because they are passionate about the disability sector and people living with a disability within our community. As such, we strive to provide a workplace where we proudly rise to the challenges, celebrate our wins, learn from our failures, and grow together to come out stronger on the other side. We place importance on ensuring our organisational culture embraces diversity and inclusion, human centred decision making and a strong sense of belonging where everyone gets the opportunity to contribute.



We wanted to capture our organisational culture and have been able to achieve this through surveying our staff and bringing our culture result to life. One method we used was through a Network Promoter Score.

We have worked extremely hard this year to reset, rebuild and transform our business, looking forward to the future and building on a more solid foundation. Our survey April results indicated a positive 47, which is considered an excellent engagement score.

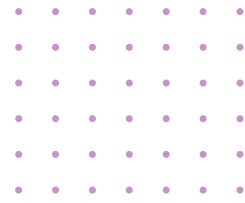
We now set our sight to a new year, with many big people focused projects forming in the wings.

Some of our key focuses are on:

- Psychosocial hazard and wellness
- Leadership Development program
- Learning pathways
- Employee Value Proposition
- Building connections and partnerships
- Strategic and operational recruitment process
- Sector specific recruitment strategy
- Employee engagement



Our Results



The results for 2022 - 2023 have been very much a story in two parts. In the first half of the year, we saw a steady decline in income as we paused new participant intake in order to facilitate important changes across the business. In the second half these changes resulted in significant reduction in fixed costs and increase in revenue. This outcome was particularly strong in the last quarter as revenue continued to grow and costs were managed such that overall results markedly improved. The strength of the Balance Sheet and our cash reserves underwrites the disappointing financial result for the year. The trend from the last quarter of 2022 - 2023 is projected to continue through the next financial year.

Revenue

Total revenue for Amicus for the 2022 - 2023 financial year was \$10.2 million, representing a reduction from the previous year.

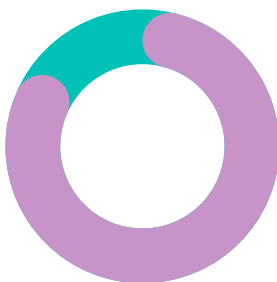
This can be attributed to several outcomes, with the major factors being losing the Behavioural Support function and a decision to stop the intake of new participants for a period of time. After a renewed participant focus and increase in the level of enquiries, the second half of the year produced a 27% increase in revenue from the previous 6 months results.

Expenses

Total operating expenditure for the 2022 - 2023 financial year was \$12.7 million, a decrease from the previous year of \$1 million.

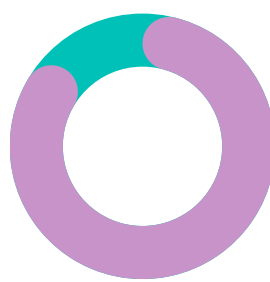
There was a significant focus on costs within the organisation and there were some tough decisions that needed to be made to arrest the losses we were experiencing. There was also a focus on skill utilisation within the organisation, to remove the need for external supports that were adding additional cost impacts. As a direct result of these actions, in the second half of the year we witnessed a reduction in ongoing expenses, with the largest impact across salaries, marketing and recruitment costs.

Revenue by source



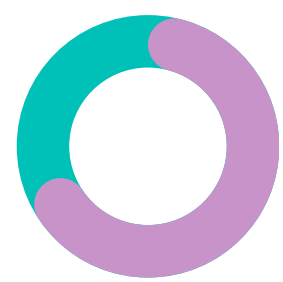
Federal Government	86%
State Government	9%
Fundraising, Investment & other	3%
Fee for Service	2%

Expenditure by type



Employee expenses	87%
Administration	6%
Property & facilities	5%
Other	2%

Revenue by category



Service Delivery	70%
Supported Independent Living	17%
Support Coordination	7%
Short Term Accommodation	6%

Report completed by Norm Cockerell, Chair of the Finance Committee

Amicus Manifesto

We are vibrant and purposeful innovators,
we remove boundaries and celebrate
each person's capabilities.

Individuality is your right;
no two people in the world are the same.
We respect that each is unique and
have different wants, desires and needs.

We are passionate about people,
the individual, the human.

We listen, adapt and support others
with flexibility and individuality.
Together we pursue your uniqueness,
and take nothing for granted.

We are fun, we celebrate and we lead.
We are here, we are available -
whenever you need us.

Everyone deserves a good life -
a chance to follow their passion;
to find their own way.

We champion normality, independence
and community connectivity.

We work only with One person At A Time.

We are Amicus.





Amicus Community Services

113 Williamson Street,
Bendigo 3550

Phone: 03 5441 2666

Email: admin@amicus.org.au

www.amicus.org.au