

DARE

DISABILITY SUPPORT



DARE DISABILITY ANNUAL REPORT
2017 - 2018



Message from

**His Excellency General The Honourable David Hurley AC DSC (Ret'd)
Governor of New South Wales**

Congratulations to DARE Disability Support (DARE), Directors, Management, Volunteers and Staff on another extremely successful year, providing high quality services to people with a disability in the Blue Mountains and surrounding communities.

I would like to take this opportunity to thank you for the privilege of officially opening DARE's new Community Activities Centre and touring the Australian Disability Enterprise, in addition to speaking with many service recipients.

The Australian Disability Enterprise is an outstanding enterprise. The level of commitment from the Supported Employees to their work was exceptional, and, as a result, Government House is proud to now have our firewood supplied by DARE.

It was evident from the warm welcome we received from the people accessing the new Community Activities Centre that DARE is integral to assisting them to meet their individual aspirations and to participate in the community. Both Linda and I will long remember the lovely musical performance that greeted us on arrival. We were also impressed by the level of care and patience displayed by staff and volunteers to people accessing services at the Centre.

DARE has a number of new and exciting initiatives coming up - including the new business inclusion program and I encourage local businesses and the community to get involved.

Congratulations and I look forward to hearing about the ongoing progress of all involved with DARE.

**His Excellency General The Honourable David Hurley AC DSC (Ret')
Governor of New South Wales**

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It is with great pleasure I present this year's Annual Report on behalf of the Board.

I know everyone at DARE is extremely proud of the quality of care and support provided to people with a disability accessing and relying on DARE support. Through this report I sincerely hope that you can share the pride everyone at DARE takes in these achievements and the excitement as DARE continues to move forward in an extremely dynamic and changing disability sector.

The Board is responsible for the overall governance and strategic direction of DARE and is accountable for delivering its goals and objectives. Over the last year the Board is confident it has more than met these requirements.

As will be noted in the Chief Executive Officer's Report and reported regularly in the media the National Disability Insurance Scheme ("NDIS") has continued to be plagued by a range of systemic problems and this year has had a complete change of senior management. Given NDIS is practically the sole funder of disability services, many of these problems have impacted on DARE's operations and strategies.

From the commencement of the NDIS, DARE made a conscious decision that irrespective of the problems and extremely low fee base introduced; that the welfare of our clients and staff would not be placed at risk. This principle has been ingrained in all our processes and systems.

The annual strategic planning meeting with Board and Management was conducted in April where the changing nature of our operational environment was considered and future direction chartered. The Strategic Plan and Key Performance Indicators will be formally reviewed by the Board on a quarterly basis in order to modify as future changes in our environment occur.



The Nominations and Governance Committee continues to meet. This year considering the Board Skills matrix and Board effectiveness survey.

In addition the Board formally reviews DARE's risk management template on a quarterly basis.

This year DARE has continued to mould and create the future of service provision in the new disability market place. Numerous submissions have been made including:

- Fair Work Commission, Wage assessment tools
- Department of Social Services, Future of Australian Disability Enterprises
- Specialist Disability Accommodation, Pricing review, and
- NDIS, Market Readiness

In addition DARE has lobbied key decision makers and politicians very successfully in overcoming many of the individual and systemic problems created through the implementation of the NDIS.

I would particularly like to acknowledge the support of:

- Jane Prentice, former Minister for Disability Services
- Senator Carol Brown, and
- Susan Templeman, MP

I am convinced that without their support DARE would not be in the relatively strong position it finds itself today.

Since commencing in 2016, DARE has continued to convene the Blue Mountains Disability Roundtable (Roundtable) for local disability providers. The Roundtable meet monthly at DARE's Lawson Road site and this year have been host to a range of visitors including politicians and senior NDIS staff seeking direct feedback of systemic problems with NDIS systems.

The new Community Activities Centre was opened by His Excellency General The Honourable David Hurley AC DSC and his wife, Linda Hurley, prior to Christmas, I would personally like to thank both for their support and kindness.

I am pleased to report that DARE was also fortunate enough to be awarded funding through the NDIS, Information, Linkages and Capacity Building program to conduct a two year business inclusion program in the Blue Mountains.

There are many challenges remaining with a changing and at times broken NDIS. These include compliance, level of fees, vacancy management and no crisis management system being in place. Longer term challenges include possible market failure due to excess demand, disability providers leaving the sector and the future role of state governments.

During the year I was saddened to note the passing of Graham Boshier, former Chief Executive Officer who retired in June, 2016 after 23 years of service. On behalf of the DARE family I would like to again acknowledge

Graham's extraordinary service.

I would also like to thank and acknowledge all the people that have assisted DARE in continuing to assist people with a disability to strive to achieve their individual aspirations including:

- His Excellency General The Honourable David Hurley AC DSC and his wife, Linda Hurley
- National Disability Insurance Agency and staff
- Department of Social Services
- Department of Families and Community Services, Land and Housing Corporation
- Department of Health (Commonwealth)
- Jane Prentice and her staff including Michael Dobbie and Rohan Mathews
- Susan Templeman, MP and her staff, in particular Mark Andrews and Kim Cowper
- Trish Doyle, MP and her staff, in particular Suzie van Opedorp
- Senator Carol Brown and Michael Chaitow
- DARE's Patron, Kerry Bartlett
- Our wonderful sponsors, donors, volunteers and dedicated staff

It would be remiss of me if I did not commend our CEO, Andrew Daly, and his senior management team for their dedication, caring and skilled guidance of DARE that has resulted in great service to our clientele and has put DARE on a firm footing into the future.

Finally, I would like to thank the Board who freely provide their time, expertise and a wide range of experience dedicated to our continued success.

Don Luscombe
Chairman

Donald Luscombe AFSM FCA

Chairman

Donald Luscombe is a practising Chartered Accountant with over 48 years' experience and operates a professional practice from Springwood in the lower Blue Mountains. With a passion for equality and justice for people with a disability, Donald has shown tremendous commitment to DARE, serving as a Board Member since 1992, including appointments as Chairman from 1993-1996 and 2008-2017. In addition to his voluntary position with DARE, Donald is Chairman of Blue Mountains Economic Enterprise, the peak body for economic development in the Blue Mountains, maintains his role as a Group Captain (Retired) of the NSW Rural Fire Service, is a Director of the Rural Fire Fighters Foundation and is a Founder and Director of the Coffee for Kids Foundation. Don is a Life Member of DARE Disability Support.



Matthew Bryant

Deputy Chair

With over 27 years' experience in the Information Technology field, Matthew has developed innovative business solutions for a wide range of local and international clients. In addition to his DARE board membership, Matthew is also active in local community and commerce groups, serving the Blue Mountains community and business sectors.



Jacqueline Brinkman

Jacqueline Brinkman is the Chief Executive Officer for Economic Development Australia. Throughout her career, Jacqueline has harnessed new opportunities for the Marine, Arts, Tourism and Aviation industries. Since moving to the Blue Mountains in August 2011, Jacqueline has worked for Blue Mountains Economic Enterprise (BMEE), Blue Mountains, Lithgow and Oberon Tourism Organisations and Sydney Harbour Foreshore Authority.



Mick Fell

Mick Fell is a Councillor on the Blue Mountains City Council. After a career in the community development field, particularly in local government, Mick retired to an active involvement in his local community. In the course of his career, Mick was involved in the development of a range of services, including services for people with disabilities, community-based housing and facilities management. Mick is currently a director on the boards of the Western Sydney Regional Organisation of Councils (WSROC) and the Western Sydney Local Government Insurance Pool (WestPool).



Ken Wade-Ferrell

Ken has lived in the Blue Mountains at Winmalee for the past 45 years, is married with three children and seven grandchildren. Ken has worked in the accounting field for most of his career and retired as Financial Controller from Windsor Farm Foods. Ken has been an active member of the Winmalee Rural Fire Brigade for the past 40 years and has served the community in various volunteer roles.



Cheryl Kitto

Cheryl has worked in the recruitment, vocational education and careers industries throughout Western Sydney and the Blue Mountains. Cheryl is an active Rotarian of 24 years standing and has been honoured with a Paul Harris fellowship. Cheryl is a past president of the Rotary Clubs of Springwood and Granville. Cheryl has been nominated for the Telstra women in business awards on two separate occasions. Cheryl lives in Springwood with her husband Norm.



David Rayner

David has worked in the Dairy Industry for 45 years, currently working with Parmalat in an advisory/mentoring role for senior managers. His interest in actively supporting organisations who care for groups in our community such as Ronald McDonald House, Riding for the Disabled has directed David's desire to contribute to DARE and bring to the Board his experience gained from working within an industry that has under taken major changes over the last four decades.



Nick Walker

Starting out with Barclays Bank in London in 1986, Nick has over 30 years' experience in the Financial Services sector. Emigrating to Australia in 1989, he worked for Friends Provident, and Tower Life before joining the financial planning firm of RetireInvest. For almost 20 years he was a co-proprietor of RetireInvest Parramatta, the largest and most successful of the RetireInvest franchises. Following the retirement of business partners, Nick moved on to a more local Financial Services group, Lewis Financial, based in Springwood in the Blue Mountains. Outside of work, Nick is a keen cricketer, whose enthusiasm in the field far exceeds his skills! He also enjoys music and singing and is a member of the Warrimoo Chorale.



It gives me great pleasure to present the Chief Executive's Report for 2018.

This year has again been a challenging one for both clients and DARE primarily, caused by ongoing problems with the management and implementation of the National Disability Insurance Scheme (NDIS). I am, however, proud to advise that, despite the challenging environment in which it is operating, DARE has maintained its high quality of care and supports.

To assist in achieving this, all services, with the exception of Australian Disability Enterprise services, have been amalgamated under a single Manager; Chris Hurley. This has created both economies of scale and central processing of the onerous contractual and administrative requirements created as part of operating as a registered NDIS Provider.

Kathryn Woods has undertaken the responsibilities for quality management and DARE participant's pathways, as part of a centralised gateway for all participants accessing DARE supports and services.

DARE has positioned itself in a relatively sound financial position from which to undertake incremental growth as opportunities present and to absorb within reason, issues such as the plan gaps, referred to below.

Many of the NDIS problems have been reported widely in the media and unfortunately were listed in my report last year, with many remaining unresolved including:

- Difficulties with the portal and contact centre, including the provision of inaccurate and inconsistent information
- Poorly trained Local Area Coordinators and planners, resulting in inadequate plans and distress for participants and families
- Low fees paid for services, whilst acknowledged and some remedies implemented, the level of fees falls well short of sustainable
- No crisis management system or safety net for participants with challenging behaviours or needs



- No vacancy matching system
 - No clear support pathways or services, for people deemed not eligible to access the NDIS
- In addition this year, new issues have arisen including:
- Plan gaps, where a plan expires and there is a gap between the new and old plan. Whilst eventually paid, at one point NDIS owed DARE \$450,000. This was only recovered, through the intervention of former Minister Prentice, Senator Brown and Susan Templeman, MP
 - The replacement of the NDIS senior management team
 - No complaints system: Their internal system has failed as a result of the high volume of complaints with the Commonwealth Ombudsman also ceasing to receive complaints about the NDIS for the same reason
 - Attempts to cut the effective level of fees in Supported Independent Living and second plans
 - Excessive delays in filling vacancies; in one instance DARE maintained an empty house for almost a year waiting for an NDIS assessment

For the Australian Disability Enterprise (ADE), the NDIS, despite finally acknowledging the need to create an employment first focus in their planning meetings, has not resulted in new referrals for supported employees. In addition to labour shortages the ADE also faces the challenge of needing to remain commercially viable.

DARE was extremely proactive in the review of the Supported Services Award and more particularly the wage assessment tools. This remains a significant threat to the ongoing sustainability of DARE and a number of other ADEs in the future.

Another issue is the service gaps and arguments over financial responsibilities created between the NDIS and other Government services, for instance Health. Once again, DARE has been proactive in addressing this and at the time of preparing this report, is hopeful of completing a formal agreement with Nepean Local Health Service, this will be a first, certainly for NSW. DARE also initiated a dialogue with the NSW Police Department to ensure the welfare of participants in future interactions.

Whilst the NDIS issues have absorbed a significant amount of time and focus again this year for the Management team, I am pleased to note the many great initiatives and services documented throughout this report. During the year systems were created to assess the level of participant satisfaction with services. I am pleased to report that they were extremely high. These results are reviewed by the Board on a monthly basis.

This high quality of care was also highlighted recently by the auditors during the third party verification audit of services. As a result, DARE has been registered with the new NDIS Audit and Safeguarding Commission.

After last year's substantial investment in upgrading all properties including creation of the new Community Activities Centre, Scrivener Lane and individual houses, a process of regular inspections has been implemented to ensure these are maintained to the highest standard. I would like to acknowledge the Land and Housing Corporation for undertaking works in the properties leased to DARE.

Many challenges still remain including the future of NSW Government owned properties leased by DARE, lobbying for further change in the fee base, without which growth in services will not occur. Recruitment

of staff and the future of the Australian Disability Enterprise in both a future NDIS environment and the future Fair Work Australia deliberations on the wage assessment tools.

DARE is gradually raising its profile in the local area, through its continuing presence on Facebook, articles in the Gazette, presentation to service clubs and community groups and in the future the ILC Inclusiveness Program. This however remains a work in progress.

I would like to acknowledge Pam Hurley who retired this year. Thank you Pam for your valuable and long service.

As with the Chairman, there are many people and organisations that I would like to thank, whose assistance has made this such a successful year, including:

- Our wonderful clients who we have the privilege to support. You are the inspiration for what we all do
- Management team, Staff and Volunteers, who provide such dedicated support and patience
- Board, who freely donate their time and expertise
- Susan Templeman, MP and Trish Doyle, MP and their fantastic staff including Mark Andrews and Suzie van Opdorp
- Funding bodies including Department of Health (Commonwealth), Department of Families and Community Services (NSW) and Department of Social Services
- Our sponsors and supporters

Whilst accepting DARE is operating in a dynamic and at times hostile environment created by the NDIS, I believe that by maintaining the focus on our clients and not compromising the quality of our services, DARE will continue to assist in improving the quality of life for people with a disability in the Blue Mountains and surrounding regions into the future.

Andrew Daly
Chief Executive Officer

Organisation Structure

DARE Disability Support (DARE) has provided high quality services for people with a disability and their families for 57 years

In that time, services have grown and diversified to meet the changing needs and aspirations of our clients and their families.

As a not for profit organisation, registered as a public company limited by guarantee, DARE Disability Support is recognised by the Australian Taxation Office as a Public Benevolent Institution and a Deductible Gift Recipient. All donations of \$2.00 or greater are fully tax deductible.

Strategic Direction

Vision

DARE's vision for people living with disability is:

Dream - dare to dream big

Achieve - learn and grow to achieve

Respect - respected as individuals

Enrich - enriched by relationships

Mission

DARE provides opportunities for people with disabilities to explore and fulfil their potential.

Values

The values and beliefs central to DARE are:

Respect - value diversity; respect each person as an individual

Integrity - be honest, reliable and act ethically at all times

Creativity - explore new ideas and solutions that work

Flexibility - learn, adapt and create

Commitment - persist and make the extra effort

Accountability - be open, transparent and responsible

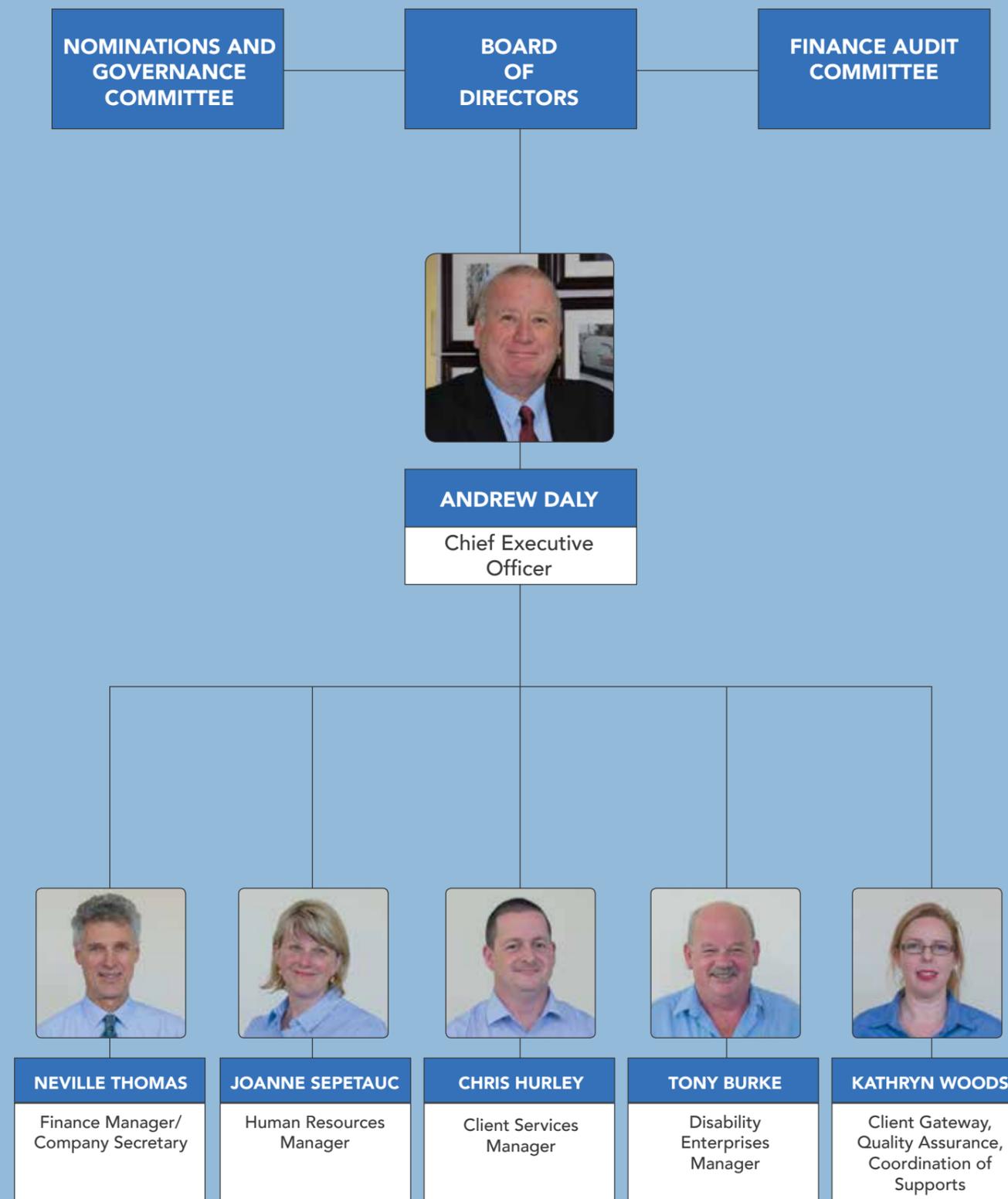
Who We Serve

DARE serves and supports people living with disability in the Blue Mountains and surrounding communities.

What We Do

DARE provides a range of flexible supports and services to meet individual needs, aspirations and goals.

- Support with National Disability Insurance Scheme (NDIS) Planning and Coordination of Supports, helping to make NDIS plans come to life
- Supported Independent Living (SIL), in home and group settings
- Recreational & Leisure Groups, Day Programs and Centre Based Activities
- Supported Employment in DARE's industrial workshop
- Education and inclusiveness



Overview

It is with great pleasure I present this year's report for the Client Services Division highlighting many wonderful achievements of the people DARE supports.

In what has been a changing and challenging NDIS environment I am proud to advise that the quality and care provided has been maintained with a focus on meeting individual participant's needs and goals. The ongoing quality of supports and services was confirmed through the third party verification audit for which excellent feedback was received.

During the year, in conjunction with the creation of the gateway, an improved systematic approach to client documentation was created with a strong client-centred focus. This has proven both effective and fortuitous given the subsequent problems created by NDIS system failures including plan gaps.

Community Activities

Community Activities and Recreation and Leisure have both been impacted significantly by the low hourly fee with the Recreation and Leisure program finishing the year in deficit. With this being the case, I am happy to report that this didn't stop us having an action packed year with lots of fun activities and many wonderful achievements.

The opening of the new centre at Lawson road by His Excellency, The Honourable David Hurley AC DSC (Ret'd) Governor of New South Wales, was a highlight. With this new facility, DARE is able to provide more options for participants in an environment that is state of the art featuring a sensory room, music and computer rooms. Line dancing classes have been a big favourite with a lot of boot scooting and yahoos taking place.

The art program has been another popular activity with wonderful paintings and art projects taking place. We have some very creative clients and are happy to be able to give them the opportunity to express themselves

creatively. Another activity that has been very much enjoyed this year has been swimming. We've seen many clients spending hours in the water relaxing, having a fun time whilst also gaining confidence and exercising.

The Recreation and Leisure program, has seen an increase in participant numbers with a number of new activities being booked out well in advance.

The introduction of the Supported Independent Living Quoting tool, in July 2017, has created administrative burden on providers requiring many hours developing quotes and providing evidence to justify the amount quoted. In addition, the imposition of a Specialist Disability Accommodation assessment has proven to be costly, time consuming and has created enormous delays in approvals for new residents.

The NRL season brought many exciting times at Penrith stadium. Watching the footy is always a very popular activity with weekends and evenings being spent cheering on the Panthers!

Whilst a difficult year financially, the program has been a wonderful success with many friendships being formed and fun times had.

This would not have been possible without the hard and dedicated work of Liz, Lynne and Joanne and all the fantastic staff who have made the programs so enjoyable for participants.

In addition to the purchase of this Hazelbrook home (and another last financial year), DARE has continued to



SIL

Supported Independent Living has had a year of significant growth with the opening of another new home in Hazelbrook. Despite this, there remains a long waiting list of participants seeking accommodation support from DARE.

The new home in Hazelbrook provides a spacious environment with multiple living areas and a modern feel. Unfortunately it was a long wait of over ten months for the residents to move in due to holdups with the NDIS systems however it now provides a home for three young men who had previously lived with family but wanted to live independently. I am pleased to advise that the three residents have settled in well and have started applying their own touches to make it their own.

In addition to the purchase of this Hazelbrook home (and another last financial year), DARE has continued to

invest in upgrading DARE owned properties. In addition to investing in DARE owned properties, we worked closely with Land and Housing to upgrade the DARE leased properties making sure that all our residents have great houses to live in.

At the time of preparing this report DARE is providing support to 38 residents in 12 homes, supported by 85 support staff on a 7 day a week, 24 hour a day basis. Satisfaction of support surveys are regularly undertaken with the residents and I am delighted to advise that all feedback has been extremely positive. In accordance with DARE's quality management systems, all houses are regularly inspected to ensure both the physical properties are well maintained and all systems are effective.

Several holidays were enjoyed by residents throughout the year including:

- Two residents jetting off to Europe for two weeks to see Paris, London and Rome.
- One resident going on a cruise to the South Pacific, and
- Many shorter trips with residents going to Sydney for the weekend to see the Jersey Boys show and others off to the Disney on Ice show.



Another great story from this year is of some of our charitable residents. Throughout the year, three of our residents collect cans from family and friends. They then take all the collected cans to the recycling plant and with the money, they go shopping and buy Christmas presents for disadvantaged children. This is something they have done for a number of years and we'd like to take the opportunity to say; well done gentleman, everyone at DARE is very proud of you.

This year we said farewell to Coordinator Hilary Swan. Hilary had worked with DARE for over twenty years and was involved in the start-up of the 127a house as well as doing work with the Activities Program. We wish Hilary all the best in her new adventures and hope she drops into to visit if back in the Mountains.

With the growth of Supported Living, two new Coordinators, Emma Coughlan and Abby A Court commenced with DARE to assist in overseeing the operations of some of the houses. Welcome to the team!

Chris Hurley
Client Services Manager

Vale

Recently we said goodbye to a long-time resident of DARE, Peter Montgomery, who lost his battle with Cancer. Peter lived with DARE for 18 years and will be missed by all that had the pleasure in meeting and working with him.

Our thoughts go out to Peter's parents Lyn and Ross, his housemates at Bellevue, Sarah and staff that supported Peter over the years at DARE.



Over the past 12 months, DARE as an organisation (and the industry more broadly) has experienced significant and rapid change. These changes have been driven by the NDIS as well as changing client needs and funding models. The result of the change has meant that we have been implementing more flexible staffing, providing greater options to clients.

DARE has a relatively stable workforce of approximately 200 employees (105 FTE), having an average length of service of 8.5 years. However, due to growth and some staff turnover, DARE has recruited almost 50 staff in 2017 – predominantly in hands-on service delivery roles.

Key achievements in the last year include:

- Implementation of recruitment campaign to attract Disability Support Workers to DARE this year has been successful, recruiting 37 people. In addition, we have recruited another 11 people across a variety of roles in the organisation.
- Introduction of a training matrix and training database to monitor and record employee training.
- Introduction of on-line training modules available to all employees in the organisation.
- Revision and rollout of performance appraisal system with a focus on annual review for all employees across all departments in the organisation.
- Introduction of additional flexible staffing options for Community Living team through casual agency employees to supplement our own pool of staff.
- Revised structure in Community Living team.
- Revision of structure and resources to provide stronger client services and quality via a "Gateway" team.
- Launch of staff website allowing employees to access policies, organisation announcements and training.

In addition, DARE has upgraded and prepared payroll systems in readiness for the implement of Single Touch Payroll.

Joanne Sepetauc
HR Manager



A monumental year for the ADE!

DARE Industries has had another successful year with an outstanding performance, in particular, by the woodwork area. This success has only been made possible by the ongoing commitment of all our workers and staff. I would like to congratulate the team and say how proud I am of their efforts. Each month DARE recognises an employee for their exceptional efforts with an employee of the month award, this year's winners were:

JULY 2017	Jill Layton
AUGUST 2017	Paul Harrington
SEPTEMBER 2017	Cameron Williams
OCTOBER 2017	Cathy Bell
NOVEMBER 2017	Wayne Russell
DECEMBER 2017	Bill Andrew
EMPLOYEE OF THE YEAR 2017	
Jill Layton	
JANUARY 2018	Lyndall Haselden
FEBRUARY 2018	Greg Wilson
MARCH 2018	Chris Anderson
APRIL 2018	Cameron Williams
MAY 2018	Graham Walters
JUNE 2018	Stephen Blackman

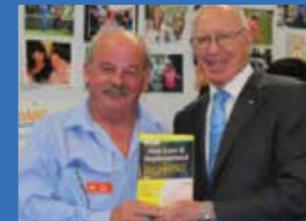
Congratulations and thank you to each for their fantastic efforts during the year.



Highlights during the year include

Woodwork and Contracts

Under the guidance of Syd Taylor, we have continued to produce great outcomes for all. Recognising the great work, The Honourable David Hurley AC DSC (Ret'd) Governor of New South Wales, placed an order for firewood to be delivered to Government House. Whilst there, Government House staff were kind enough to provide a tour for the DARE staff which was greatly appreciated.



Developer's, Celestino, and their surveying contractor, Proust & Gardener Consulting, commissioned DARE to make unique stakes for their \$2 billion development at Box Hill.

Ray from Proust & Gardener explains that "DARE Disability workers have been doing such a good job making surveyors stakes the contract has been extended to make thousands more. DARE Industries have a team working on custom-made stakes to mark out house blocks for a new neighbourhood at The Gables, Box Hill for the developer Celestino". 2000 stakes have been made so far and we will be filling and delivering orders to The Gables as needed over the next two years.



Grounds and Maintenance

The team has been hard at work all year, successfully led by Barry LeBrese. As always, we have seen some outstanding results as demonstrated by the following customer testimonials.



"I have had DARE keep my lawns and gardens trim & looking absolutely schmik ever since 2012. All the DARE team members during this time have been courteous and it has been a pleasure having these competent teams attend our Gardens. Best in the street!"

And

"I wish to express my gratitude to the Ground crew of DARE, who have carried out landscaping and maintenance of my property on three different occasions. I cannot thank the team enough for going out of their way to be able to buy enough old sandstone from a private person to match the cottage. Passers-by have complimented me on the work & its professional appearance. The compliments I have received from friends visiting me since this big task was completed have been numerous. Thank you to DARE"



The Annual Christmas party as always was a fantastic occasion appreciated by all.

The Scrivener Lane site has benefitted from a revamped canteen and toilet facilities as well as a new shade sail to improve our outdoor BBQ entertaining area.

Aside from the commercial environment and the need to operate sustainably, one significant issue has been the inability to attract new employees. Unfortunately, and whilst the problem is now acknowledged, the NDIS did not implement a discussion on employment as part of the planning process. This problem was exacerbated by some NDIS planners and Local Area Coordinators having a negative view of Australian Disability Enterprises generally. As a result DARE has received no new referrals in the last two years.

To overcome this DARE launched a number of recruitment initiatives and has been active in providing information to school leavers. In addition DARE successfully lobbied for changes within NDIS, greatly supported by former Minister Jane Prentice and our local member Susan Templeman.

As previously reported, DARE has also been very proactive in advocating for existing wage assessment tools, the absence of which has the potential to compromise future viability of most Australian Disability Enterprises. I am pleased to advise that the Fair Work Commission (FWC) has deliberated on wage assessment tools and various submissions of the findings have been summarised by National Disability Services as:

“The FWC has rejected the application by advocates and unions to determine all supported employees’ wages using the Supported Wage System (SWS) decision, it acknowledges that “supported employment plays a valuable and socially significant role in providing employment to primarily intellectual disabled persons for whom, at current and foreseeable levels of government

support, the achievement and maintenance of open employment would not be viable”.

This interim report has given clarity and confidence for the future of the industry which has been sadly lacking for the last three years. Whilst the matter is still not finally resolved and I suspect that there are many hurdles ahead, at least it provides some hope moving forward. It is with deep sadness that DARE said goodbye to John Whitmore who passed away this year. John was a devoted employee highly regarded by everyone and is sorely missed.

Whilst the environment remains challenging, with the ongoing support of customers, staff and clients I am confident of our success moving forward.

Tony Burke
Business Manager



Whilst in the early stages DARE is slowly increasing its brand profile in the local community so to be competitive in a future NDIS market place as well as generating awareness amongst both key decision makers and the general public.

This year there has been a range of exciting initiatives and events including:

December 2017, His Excellency, The Honourable David Hurley AC DSC (Ret’d) Governor of New South Wales, opened the DARE Community Activities centre and toured the Australian Disability Enterprise.

Together with his wife, Mrs Linda Hurley they visited all areas and enjoyed meeting and speaking to clients and staff. A video of this visit is available through the DARE website on the newly created DARE YouTube channel



In May, 2018 DARE was delighted to host a visit by then Assistant Minister, Jane Prentice, to its Lawson Road and Scrivener Lane sites.

During Jane’s visit she reiterated the importance of “employment for everyone is certainly more than just a wage, and job but social inclusion.” Jane has maintained her ongoing commitment to finding and maintaining employment for people with disabilities I which we thank her.



In November, 2017 DARE was pleased to welcome Susan Templeman, MP Federal member for Macquarie, to its Springwood site. A video clip is available through the DARE website and on the DARE YouTube channel.

In July 2018 DARE welcomed Susan again, this time to recognise the fantastic support she has provided to DARE. This support was acknowledged with the presentation of a photo from her previous visit and a certificate of appreciation.

In accepting the award, Susan noted the fantastic work DARE undertakes in the local community, the quality of care provided by staff and happiness and enthusiasm of everyone she has met.

DARE in addition to updating its website has been very proactive in spreading its message through Facebook during the last year:

January 2018 – June 2018 Facebook stats

- Total Posts | 28
- Total Reach | 71492
- Total Engagement | 6211

To assist with increasing DARE’s current profile out and about in the community, DARE was on the back of a bus and regularly seen around the Mountains.

Whilst a long way to go there is been a lot of positive feedback with hopefully more to come.

Quality Assurance

There has been a great deal of change for DARE Quality Assurance over the past year. In April 2018 the service undertook its final Third Party Verification against the National Disability Service Standards, meeting state funding requirements for both Community Living and Community Activities.

The NDIS Quality and Safeguards Commission (NQSC), a new independent agency, has been established and commenced oversight of NDIS registered services in NSW as of 1 July 2018, with a mission to improve the quality and safety of NDIS supports and services.

DARE is registered with NQSC and has commenced the application for the renewal of services registration after which DARE will be required to undertake certification via audit against the new NQSC rules. A review of policies and procedures in accordance with NQSC rules to meet these future registration requirements is well advanced.

DARE Gateway

As a result of the ongoing changes and significant resources required to operate as a registered NDIS

provider DARE consolidated many of these functions into a single gateway. This not only provides economy of scale savings but also ensures all information and processes are consistently provided, specific responsibilities include:

- A central access point for clients and their families to contact DARE services.
- Administrative assistance to DARE services in the billing and booking of NDIS supports and contract management.
- Assistance supporting participants with any complaints or feedback, and
- Assistance with information linkage into DARE services.

This year the billing for NDIS supports has presented some serious and extremely time consuming problems including the need to monitor and report gaps in plans, incorrect calculation of funds required, and inconsistent requirements for billing.

I would like to personally thank Kerrie Brown and Brenda Rose for their patience and persistence in resolving these issues.



Coordination of Supports (CoS)

CoS is an NDIS 'capacity building' support to assist participants in implementation of supports in their NDIS plan, including informal, mainstream, community and funded supports.

These may include supporting the participant to:

- Assess to mainstream, community or informal supports.
- Negotiate services to be provided, ensure service agreements are established and booked with preferred providers.
- Arrange any assessments required.
- Strengthen and enhance the participant's capacity to coordinate supports, self - direct and manage supports and participate in the community.

CoS currently assists approximately 50 clients. Growth in this service has been compromised by no new referrals from NDIS in the last 12 months; there have also been indications from senior NDIS staff that this is a service that in the future will be rationed.

It's DARE strong belief, as demonstrated by the significant under spend in individual participant's plans that for many CoS is an invaluable tool in activating their plans and achieving their aspirations, something for which DARE will continue to lobby.

DARE to be inclusive project

DARE, in partnership with the Blue Mountains Economic Enterprise (BMEE) and the Blue Mountains City Council (BMCC) are leading the way in improving the inclusiveness of people with disabilities in the Blue Mountains and at the same time assisting local businesses increase their customer base.

A joint application has been successful in the recent National Disability Insurance Scheme, Information, Linkage and capacity Building funding round, being awarded \$334,000 towards a "Best business" initiative

that will:

- Raise awareness of the needs of people with a disability in the Blue Mountains and surrounding areas
- Train and educate businesses in the economic benefits of being more inclusive
- Create and "inclusive ambassadors" program
- Create an inclusiveness checklist that can be utilised by businesses
- Create a mystery shopper program and a platform to share information as to which businesses are disability inclusive.

Everyone is excited about the future potential for the wonderful Blue Mountains to be more accessible to everyone in the community and look forward to spreading our belief that good inclusive design is good design for all.

We're happy to announce that the program is well underway with the employment of Dr. Annie Brennan who is currently towards to the end of the first stage of consultation and information gathering.

Kathryn Wood
Client Gateway, Quality Assurance,
Coordination of Supports

Finance Manager's Report

The abridged audited financial results for the year ended 30th June 2018 follow.

The key points are:

- The Four main income producing areas for DARE are:
 - Community Living, (DARE's Accommodation Service)
 - Australian Disability Enterprises, (DARE's Business, Training and Support unit)
 - Community Participation, (DARE's Day, Evening and Weekend activities unit) and
 - Co Ordination of Supports.
- Gross income for the year was \$12,071,898, (\$11,670,133 in 2017), a summary of the source and application of the income is depicted in the graphs below,
- NDIA is the primary funder of supports,
- Strong demand from customers has ensured sales in the ADE Business units once again surpassed DARE's record,
- Supported Independent Living service results were stronger than other areas that struggle with the low fees paid by NDIS,
- Additional costs were incurred in the continuing improvement of properties owned by DARE and the Land and Housing Corporation,
- A second new house was acquired in the latter half of 2017, this was to assist in reducing the waiting list for Supported Independent Living,
- The value of net assets increased from \$7,260,018 to \$8,060,137.

The financial statements have been externally audited by Bentleys NSW Pty Ltd.

As part of governance the Board review the financial results on a monthly basis, the Finance and Audit Committee, a subcommittee of the Board, meet when necessary to review controls and policies.

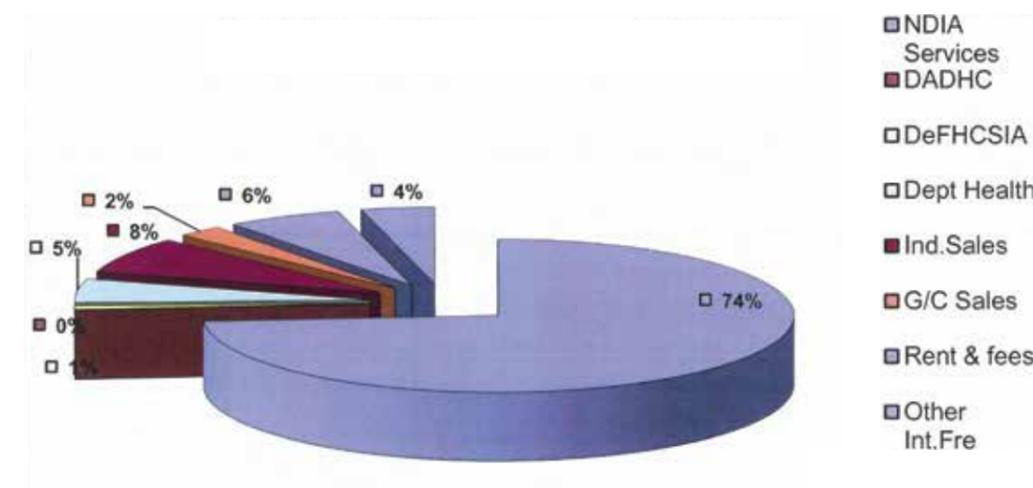
Copies of the full Financial Statement is available to members on request

Neville Thomas

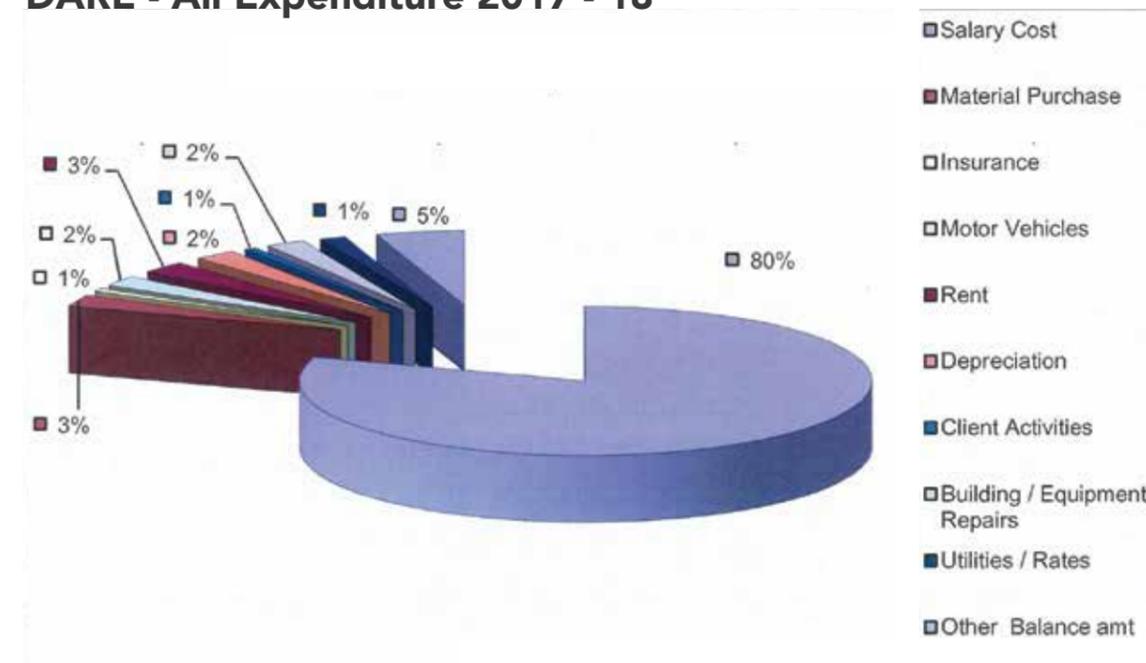
Finance Manager and Company Secretary

Below are two graphs representing the source of DARE's income and a graph of where DARE applies funds

DARE - All Revenue 2017 - 18



DARE - All Expenditure 2017 - 18



Directors' Report 30 June 2018

The directors present their report on DARE Disability Support for the financial year ended 30 June 2018.

General Information on directors

The names, qualifications, experience and special responsibilities of each person who has been a director during the year and to the date of this report are:

Donald Luscombe

Qualifications Experience Chartered Accountant 26 Years as Director

Cheryl Kitto

Qualifications Experience Education and Employment Services 4 Years as Director

David Rayner

Qualifications Experience Consultant in the Food Industry 4 Years as Director

Jacqueline Brinkman

Qualifications Experience Economic Development 4 Years as Director

Kenneth Wade-Ferrell

Qualifications Experience Retired Financial Controller Manufacturing Company 6 Years as Director

Matthew Bryant

Qualifications Experience Information Technology Consultant 10 Years as Director

Michael Fell

Qualifications Experience Councillor at Blue Mountains City Council 3 Years as Director

Nick Walker

Qualifications Experience Financial Advisor 2 Years as Director

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

Directors' Report 30 June 2018

Principal activities

The principal activities of DARE during the financial year were:

For people with a disability of provision of:

- Employment, training and support;
- Supported Independent Living services;
- Recreation, leisure and community activities; and
- Coordination of Support services.

In addition the:

- Sale of a range of goods and services produced by Australian Disability Enterprise supported employees.

Short term objectives

DARE's short term objectives are to ensure that it:

- Provides support services and programs to people with disabilities; and
- Maintains the quality of services provided.

Long term objectives

The Company's long term objectives are to:

- Deliver sustainable services for people with a disability that are responsive to individual needs in a planned and measured way; and
- Be service provider of choice.

Strategy for achieving the objectives

To achieve the objectives, DARE has adopted the following strategies:

- The short term objectives have been successfully implemented with all DARE clients having transitioned to the NDIS.
- The longer term objectives are being implemented as demonstrated by the growth in services during the year and recent third party verification audit.

How principal activities assisted in achieving the objectives

The principal activities assisted DARE in achieving its objectives by:

- The delivery of a wide range of high quality services improving the quality of life and independence for people living with disabilities in DARE's area of operations.

Directors' Report 30 June 2018

Performance measures

The following measures are used by DARE to monitor performance:

- Financial outcomes as reflected in the Annual Financial Statements;
- The achievement of goals and objectives as identified in DARE's strategic plan; and
- Measurement of achievements against Disability Service Standards and other standards.

Members guarantee

DARE Disability Support is a company limited by guarantee. In the event of, and for the purpose of winding up of the company, the amount capable of being called up from each members and any person or association who ceased to be a member in the year prior to the winding up, is limited to \$5 for members, subject to the provisions of DARE's constitution.

At 30 June 2018 the collective liability of members was \$ 190 (2017: \$ 190).

Meetings of directors

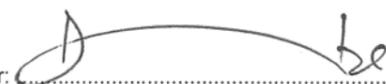
During the financial year, 8 meetings of directors (excluding committees of directors) were held. Attendances by each director during the year were as follows:

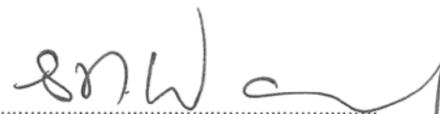
	Directors' Meetings	
	Number eligible to attend	Number attended
Donald Luscombe	8	6
Cheryl Kitto	8	6
David Rayner	8	7
Jacqueline Brinkman	8	5
Kenneth Wade-Ferrell	8	8
Matthew Bryant	8	7
Michael Fell	8	7
Nick Walker	8	7

Auditor's independence declaration

The auditor's independence declaration in accordance with section 307C of the *Corporations Act 2001*, for the year ended 30 June 2018 has been received and can be found on page 4 of the financial report.

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

Director: 
Donald Luscombe

Director: 
Kenneth Wade-Ferrell

Dated:  August 2018



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Australia

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directors@bentleysnsw.com.au
bentleys.com.au

DARE Disability Support

ABN: 16 000 692 266

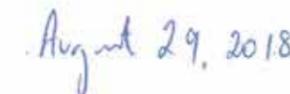
Auditors Independence Declaration under Section 307C of the Corporations Act 2001 to the Directors of DARE Disability Support

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2018, there have been:

- no contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit; and
- no contraventions of any applicable code of professional conduct in relation to the audit.


ROBERT EVETT
Director
Sydney


BENTLEYS NSW AUDIT PTY LTD
Chartered Accountants

Dated:  August 29, 2018

Statement of Profit & Loss

Statement of Profit or Loss and Other Comprehensive Income For the year ended 30 June 2018

	Note	2018 \$	2017 \$
Sales revenue	4	8,774,627	8,277,632
Other income	4	3,297,271	3,392,501
Expenses			
Administrative costs		(853,974)	(822,596)
Audit and legal fees		(64,561)	(38,835)
Depreciation and amortisation	5	(195,155)	(290,485)
Employee benefit expense	5	(7,580,139)	(6,749,648)
Insurance expense		(449,487)	(304,771)
Motor vehicle expense		(226,736)	(224,536)
Program development expense		(268,980)	(439,524)
Rental expense		(80,070)	(118,610)
Repairs and maintenance expense		(220,637)	(244,247)
Client support services		(286,141)	(144,032)
Utilities expense		(124,891)	(105,945)
Other expenses		(921,007)	(918,273)
Surplus before income tax		800,120	1,268,631
Income tax expense		-	-
Surplus for the year		800,120	1,268,631
Other comprehensive income, net of income tax			
Other comprehensive income for the year, net of tax		-	-
Total comprehensive income for the year		800,120	1,268,631

Statement of Financial Position

	Note	2018 \$	2017 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	7	1,634,372	2,139,509
Trade and other receivables	8	293,386	261,589
Inventories	9	54,698	49,323
Other assets	11	153,393	23,349
TOTAL CURRENT ASSETS		2,135,849	2,473,770
NON-CURRENT ASSETS			
Property, plant and equipment	10	7,096,949	6,031,155
TOTAL NON-CURRENT ASSETS		7,096,949	6,031,155
TOTAL ASSETS		9,232,798	8,504,925
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	12	419,720	513,571
Employee benefits	13	414,188	400,053
TOTAL CURRENT LIABILITIES		833,908	913,624
NON-CURRENT LIABILITIES			
Employee benefits	13	338,753	331,284
TOTAL NON-CURRENT LIABILITIES		338,753	331,284
TOTAL LIABILITIES		1,172,661	1,244,908
NET ASSETS		8,060,137	7,260,017
EQUITY			
Reserves		3,175,895	3,175,895
Accumulated funds		4,884,242	4,084,122
TOTAL EQUITY		8,060,137	7,260,017

Statement of Changes in Equity & Cash Flow

Statement of Changes in Equity For the year ended 30 June 2018

2018

	Accumulated funds	Capital Profits Reserve	Asset Revaluation Surplus	General Reserves	Total
	\$	\$	\$	\$	\$
1 July 2017	4,084,122	960,640	1,631,229	584,026	7,260,017
Surplus for the year	800,120	-	-	-	800,120
Balance at 30 June 2018	4,884,242	960,640	1,631,229	584,026	8,060,137

2017

	Accumulated funds	Capital Profits Reserve	Asset Revaluation Surplus	General Reserves	Total
	\$	\$	\$	\$	\$
1 July 2016	2,815,491	960,640	1,631,229	584,026	5,991,386
Surplus for the year	1,268,631	-	-	-	1,268,631
Balance at 30 June 2017	4,084,122	960,640	1,631,229	584,026	7,260,017

Statement of Cash Flows For the year ended 30 June 2018

	Note	2018 \$	2017 \$
CASH FLOWS FROM OPERATING ACTIVITIES:			
Receipts from customers		13,178,410	12,725,493
Payments to suppliers and employees		(12,482,933)	(11,315,353)
Interest received		9,119	15,516
Net cash provided by operating activities	15	704,596	1,425,656
CASH FLOWS FROM INVESTING ACTIVITIES:			
Proceeds from sale of plant and equipment		114,039	6,255
Purchase of property, plant and equipment		(1,323,772)	(1,059,702)
Net cash (used)/ provided by investing activities		(1,209,733)	(1,053,447)
Net (decrease)/increase in cash and cash equivalents held		(505,137)	372,209
Cash and cash equivalents at beginning of year		2,139,509	1,767,300
Cash and cash equivalents at end of financial year	7	1,634,372	2,139,509

Notes to the Financial Statements For the year ended 30 June 2018

The financial report covers DARE Disability Support as an individual entity. DARE Disability Support is a not-for-profit Company limited by guarantee, incorporated and domiciled in Australia.

The functional and presentation currency of DARE Disability Support is Australian dollars.

Comparatives are consistent with prior years, unless otherwise stated.

1 Basis of Preparation

In the Directors opinion, DARE is not a reporting entity since there are unlikely to exist users of the financial report who are not able to command the preparation of reports tailored so as to satisfy specifically all of their information needs. This special purpose financial report has been prepared to meet the reporting requirements of the Australian Charities and Not-for-profits Commission Act 2012.

The financial statements have been prepared in accordance with the recognition and measurement requirements of the Australian Accounting Standards and Accounting Interpretations, and the disclosure requirements of AASB 101 *Presentation of Financial Statements*, AASB 107 *Statement of Cash Flows*, AASB 108 *Accounting Policies, Changes in Accounting Estimates and Errors* and AASB 1054 *Australian Additional Disclosures*.

The financial statements have been prepared on an accruals basis, except for the statement of cash flow, and are based on historical costs modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

Significant accounting policies adopted in the preparation of these financial statements are presented below and are consistent with prior reporting periods unless otherwise stated.

The accompanying notes form part of these financial statements.

Dare Disability Support

ABN: 15 000 692 366

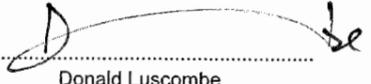
Directors' Declaration

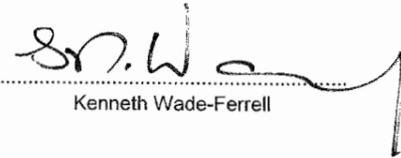
The directors have determined that the Company is not a reporting entity and that these special purpose financial statements should be prepared in accordance with the accounting policies described in Note 2 of the financial statements.

The directors of the Company declare that:

1. The financial statements and notes, as set out on pages 6 to 19, are in accordance with the Australian Charities and Not-for-profits Commissions Act 2012 and:
 - (a) comply with Australian Accounting Standards as stated in Note 2; and
 - (b) give a true and fair view of the financial position as at 30 June 2018 and of the performance for the year ended on that date of is in accordance with the accounting policy described in Note 2 of the financial statements.
2. In the directors' opinion, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.

Director 
Donald Luscombe

Director 
Kenneth Wade-Ferrell

Dated 



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Dare Disability Support

Independent Audit Report to the members of Dare Disability Support

Report on the Audit of the Financial Report

Opinion

We have audited the accompanying financial report, being a special purpose financial report of Dare Disability Support (the Company), which comprises the statement of financial position as at 30 June 2018, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion, the accompanying financial report of Company is in accordance with Division 60 of the Australian Charities and Not-for-Profits Commission Act 2012, including:

- (i) giving a true and fair view of Company's financial position as at 30 June 2018 and of its financial performance for the year ended; and
- (ii) complying with Australian Accounting Standards and the Australian Charities and Not-for-Profits Commission Regulation 2013.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of Company in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the *Corporations Act 2001*, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

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

Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the directors' financial reporting responsibilities under the Australian Charities and Not-for-Profits Commission Act 2012. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.



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Accounting
Audits
Advisors



Responsibilities of Directors for the Financial Report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the requirements of the Australian Charities and Not-for-Profits Commission Act 2012 and is appropriate to meet the needs of the members. The directors' responsibility also includes such internal control as the directors determine necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate Company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

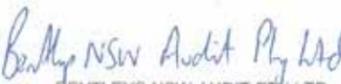
As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.


Robert Evett
Director
Sydney

Dated: August 29, 2018


BENTLEYS NSW AUDIT PTW LTD
Chartered Accountants



Disability to Capability 1961 - 2018

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