

Oak Tasmania trading as Oak Possability

adjective
on, action or deed
ability to take risk
and courageous

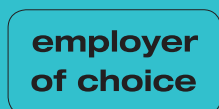
ANNUAL REPORT 2017



Possability

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Governor's Foreword



It has been an exciting and rewarding year for Oak Possability and I am pleased to be able to continue to show my support as Patron.

We live in a fast-changing world where the vulnerable and disadvantaged can be left behind or left out of society. Organisations like Oak Possability therefore perform an important social and cultural role in the community, offering those in need a place where they can belong, find opportunity and achieve their goals.

The merger between Oak Tasmania and Possability has created an organisation with even greater capacity to deliver its mission and make a real difference in local communities across Tasmania. The rate of growth in services outlined in this report highlights the strong need for quality support, training and employment opportunities.

I particularly appreciated the opportunity to be personally involved in some of the many activities undertaken by Oak Possability over the past year. I was honoured to present certificates to the Oak participants in the Duke of Edinburgh International Award and really enjoyed hearing about their achievements when they visited Government House in December 2016. I am also delighted that Government House will be hosting two participants in the Transition to Work program in the coming year – one working in the garden and the other in front of house food service.

My congratulations to clients, employees and partners on your outstanding achievements over the past year. It's exciting to see the energy and enthusiasm in the organisation and look forward to seeing what's next in your vibrant future.

A handwritten signature in black ink that reads "Kate Warner".

Her Excellency Professor The Honourable Kate Warner AC



About Us



About Us

Oak Tasmania, trading as Oak Possability, is a new statewide organisation created in July 2016 from the merger of Oak Tasmania and Possability.

The merger is designed to further enhance opportunities for clients and employees, and position us strongly for the dynamic environment of the NDIS. Oak Possability is now Tasmania's largest disability services organisation with more than 80 years combined experience in the sector.

Our history

Oak Tasmania was born from the vision of a group of parents to improve the lives of their disabled children after they had completed the formal part of their schooling. The parents established The Retarded Citizens Welfare Association (RCWA) in 1953. The association was keen to provide supported employment opportunities, and established The Oakdale Workshop in 1965 on land in Warrane donated by the State Government.

The success of this enterprise led to the development of the Walkabout Workshop (1969) and Tahune Fields in the Huon (1974).

Possability initially operated from 1989 as two separate organisations, Euphrasia Inc. and Tyenna Wholistic Health Incorporated. Both provided supported accommodation to people with an intellectual disability. In 1997 the two organisations merged adopting the name 'Optia,' a Latin word meaning 'freedom to choose.' Over the following decades services expanded greatly, commencing in Tasmania's North West in 2001 and in the North in 2008. New services were also established to support children and youth at risk.

In 2015, Optia changed the trading name from Optia to Possability. This new name encapsulates the focus on individuals' strengths and abilities, and the aim to inspire people to realise their potential.

In July 2016, the Boards of Oak Tasmania and Possability agreed to merge to create a highly resilient organisation that offers a wide range of specialist services for people with disability and children at risk.

Our Vision

A world where everyone has the opportunity to pursue their potential.

Our Purpose

We are a catalyst for change.

Our actions are based on our belief that freedom and independence are fundamental human rights.

We prefer to talk about ability rather than disability, and focus on strengths rather than weaknesses.

We believe that everyone should have opportunities.

Through our actions and conversations, we are a champion for inclusion.

Strategic Plan 2017-20

Our Goals



Help our clients have connected and satisfying lives.



Support our employees to grow and develop.



Make the way we do our jobs more efficient, consistent and easier.



Achieve sustainable and well planned growth.



Be thought leaders and influencers in the community.

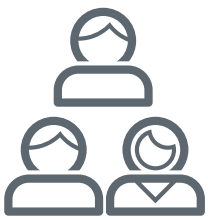
A year in review



Oak and
Possibility
merge



71 500
more client
support hours



301
NDIS
participants

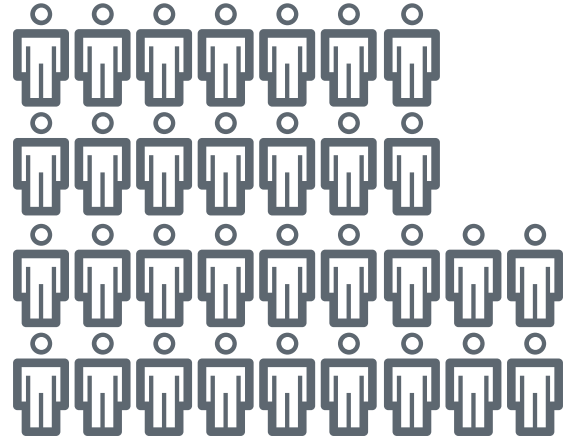


715
clients

116 
supported
employees
in social
enterprises



6
Consumer
Forums
held



755
employees



**Transition
to Work**
program opens
in Launceston



250 000
fruit trees sold



16%
increase in
timber flooring
sales

300
attendees
at client
Christmas
parties



Chairman's Report



The past year has seen two strong organisations merge into an even stronger entity with greater capacity to deliver high quality services to our clients and supported employees.

Looking back over the year, many changes and significant progress have been made. Special General Meetings were held by Oak Tasmania and Optia Limited (trading as Possability) on 20 July 2016, where members unanimously voted to support the merging of the two organisations. A new Board of Governance was created comprising four directors from the previous Oak Board and four directors from the Possability Board. The newly merged Board met for the first time on 25 July.

Possability CEO, Drew Beswick, was appointed CEO of Oak Possability and the Oak Tasmania CEO, John Paton, was appointed the Executive Chairman. John retired in his role in December 2016 after a decade leading Oak Tasmania and I was delighted to re-join the Board as Chairman on his departure.

I would like to thank John Paton for his championing of the merger and leading the first months of the integration process. John had the foresight to see the opportunity for this merger to benefit both clients and employees, and his support was crucial to get to where we are today.

The decision to merge was made by the Boards in the belief that it would benefit clients, families, employees and the wider community.

A year on, the benefits are clearly visible:

We have greater ability to rise to the challenges of the ongoing transition to the National Disability Insurance Scheme.

Our quality services are continuing to attract many new clients for Disability and Child and Youth Services.

Current clients are able to access a broader range of services.

The social enterprises are on a more sustainable footing.

Employees are enjoying more professional development and career opportunities.



Image: (from left) Board members, Dr. Gordon Brown, John Paton and Brian Scullin with CEO, Drew Beswick (second from right) at the Special General Meeting in July 2016.



Image: Senator Eric Abetz turns the first sod of the new Oakdale Industries Training and Manufacturing Centre.

A focus of the Board has been to develop a new Vision, Purpose and Strategic Plan to guide our work. Our Vision speaks to our strong belief that everyone should have the opportunity to realise their potential, whatever that might be. Sadly, that is not currently the case, with significant barriers to community participation and employment for people with disability. Young people at risk also face many challenges to reaching their potential due to childhood trauma and disruptions to their education and social development. We are committed to doing all that we can to help people overcome these challenges and lead fulfilling lives.

Our Purpose states that 'We are Catalysts for Change.' We seek to change individual lives for the better and also change community attitudes. For this reason, one of the goals of the Strategic Plan is to be 'thought leaders and influencers in the community.' Each of our goals has a number of strategic initiatives and projects that will be undertaken over the next three years.

I'd like to extend my gratitude for the support of the other Board members, all of whom serve in a voluntary capacity. Our Board members are extraordinarily talented and experienced, and I thank them for their continuing dedication. I'd also like to thank CEO, Drew Beswick, the Executive Team and all staff for making the past year such a successful one. Mergers are always challenging and many fail. However, with enormous goodwill and hard work, we have successfully come together as one organisation and have completed the critical aspects of our integration work.

With the rollout of the NDIS gaining momentum, there are still many challenges ahead, but by working together I am confident we have a bright future.

Dr Julie Rimes

CEO's Report

It's been an exciting year where we are making a positive difference in more lives than we have ever before. Last financial year we provided services to 715 clients across Tasmania and delivered 16 per cent more support hours.

At the same time, we decided to merge two organisations and have undertaken a large number of integration activities to align the operations of Oak and Possability.

We have continued to transition current clients to the National Disability Insurance Scheme, as well as servicing new clients, with 42 per cent of our clients joining the scheme by the end of 2016-17. I recognise the complexity and challenges that this transition has involved, and appreciate the support of clients, families and government agencies in helping us to make the process as smooth as possible.

It has been a very busy time for our Child and Youth Services team, reflecting an increasing need for specialist support for Tasmania's most complex and vulnerable children and the State Government's acknowledgement of our expertise in this area. It has been so rewarding to see how our services, grounded in trauma-informed and positive behaviour support, have achieved great outcomes for the children and young people in our care. Child and Youth Services have grown to be a substantial part of what we do and we expect to continue to grow this important service. See page 32 for more details on these positive outcomes.

Over the year we have done a lot of work to integrate the operations of Oak and Possability. Some of this was quite visible, such as co-locating the southern client service teams at the Lampton Avenue site. Some was not very visible, such as unifying policies, procedures and work practices. Significant progress was made towards introducing a new information management system, which when introduced this year will bring many administrative efficiencies and help us further improve client services.

When I travelled the state to talk to clients and families about the merger last year, they told me they were particularly interested in bringing new training and employment opportunities to the North and North West regions. So it was exciting to see Oak Training and Development expand into the North during the year, with a Transition to Work program established at a Launceston café. We hope to continue growing these kinds of services across Tasmania in the future.

We were also thrilled to receive a \$2.5 million Australian Government grant to build a new training and manufacturing centre at Oakdale Industries in Hobart. This investment will secure the future of the site and increase employment opportunities when it is completed in the coming year.

We have also received strong support from the Devonport City Council, which donated a parcel of land in East Devonport for the development of disability accommodation.

There is a very real shortage of affordable disability accommodation in North West Tasmania, and this kind of support from local government is invaluable in helping to address this issue.





I'd like to thank the incredible team here at Oak Possability for their dedication and hard work over the last 12 months. Time and time again people went over and above, took initiative, tried new ways of working and continued to support each other to do our best work and to be our best selves.

I'd particularly like to thank members of the integration team who worked so hard to achieve the merger whilst maintaining their unwavering focus on providing the best support possible.

It is said that it takes a village to raise a child, and in that sense it takes a community to keep an organisation like ours going.

Thank you to the executive and the broader management team for your leadership and hard work over the past year.

I'd particularly like to thank the members of our Board who volunteer their time, skills, resources and experiences to ensure the highest standards of governance within the organisation.

This year in particular board members committed huge amounts of their time to support many aspects of the merger and to ensure that the number one priority continued to be the clients we serve.

I would also like to thank our many partners and supporters – families, the dedicated staff at Disability and Community Services, the NDIA, Gateways and others in the community. It would not have been possible to achieve what we have without your support.

It's been a big year, and I look forward to working with you for another exciting year ahead.

Drew Beswick

What We Do



Disability Services

Accommodation

Our personally tailored residential supports help clients make the transition to independence, and develop skills and confidence.

Supported accommodation options include:

Shared Living

Semi-independent Living

Short-term Accommodation
(centre-based respite at four sites)

Transition to Independent Living

Life Skills and Personal Support

We assist people to maximise their independence and live the life they choose. Services are designed to meet individual needs ranging from personal support to learning household tasks, public transport skills and other life skills.

Community Connections

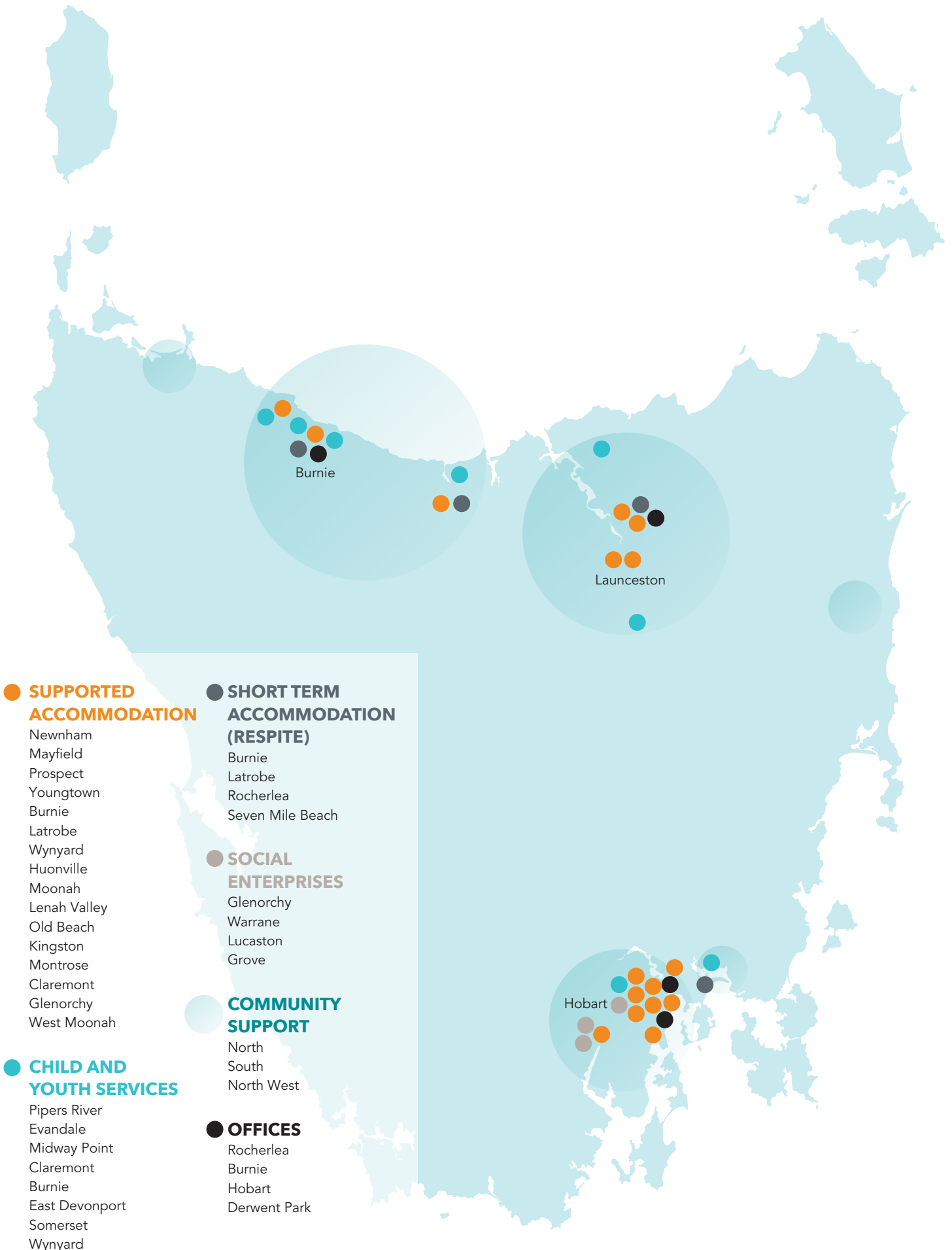
This program promotes community participation by providing wide-ranging opportunities to take part in social events, physical exercise and community-based activities.

Leisure and Recreation

This program creates opportunities to make new friends through fun, group activities and participation in events that are already occurring in the community. Members experience reduced social isolation, increased confidence and resilience, and they strengthen their community ties.

Oak Community

This service is based at our Derwent Park site in Hobart. On-site activities include arts and craft classes, music and the Oak Community Shed. Groups also access community-based recreational activities.



SUPPORTED ACCOMMODATION

- Newnham
- Mayfield
- Prospect
- Youngtown
- Burnie
- Latrobe
- Wynyard
- Huonville
- Moonah
- Lenah Valley
- Old Beach
- Kingston
- Montrose
- Claremont
- Glenorchy
- West Moonah

SHORT TERM ACCOMMODATION (RESPITE)

- Burnie
- Latrobe
- Rocherlea
- Seven Mile Beach

SOCIAL ENTERPRISES

- Glenorchy
- Warrane
- Lucaston
- Grove

COMMUNITY SUPPORT

- North
- South
- North West

CHILD AND YOUTH SERVICES

- Pipers River
- Evandale
- Midway Point
- Claremont
- Burnie
- East Devonport
- Somerset
- Wynyard

OFFICES

- Rocherlea
- Burnie
- Hobart
- Derwent Park

What We Do

Case Management

We coordinate the implementation of Participant Plans, ensuring clients receive the support that is the right fit for them.

Training and Development (RTO 1098)

This service delivers inclusive education and training programs such as Transition to Work, Language, Literacy and Numeracy, ICT and Business skills. As a Registered Training Organisation, we offer a number of accredited training programs.

Specialist Services

Dual Diagnosis

Our consultant psychiatrist clinics focus on the specialised care and support of people diagnosed with a psychiatric disorder and intellectual disability.

Intensive Support Services

Our specialist teams work with clients with complex and exceptional needs that exceed the scope of other disability programs.

Child and Youth Services

Possability provides specialist support in a nurturing and safe environment for children who have support needs such that they cannot be cared for by their parents or foster families.

Social Enterprises

Oakdale Industries

Oakdale Industries, based in Hobart, is a leading Tasmanian manufacturer and supplier of high quality timber products. Employees are trained, employed and supported to produce tongue and groove flooring, parquet flooring, skirting and architraves, treated pine lattice and a range of craft items.

Walkabout Industries

Walkabout Industries, based in Hobart, has a range of products and services. Employees are trained, employed and supported to work on:

Paper recycling, document destruction and security shredding

Potting mix and bagged firewood

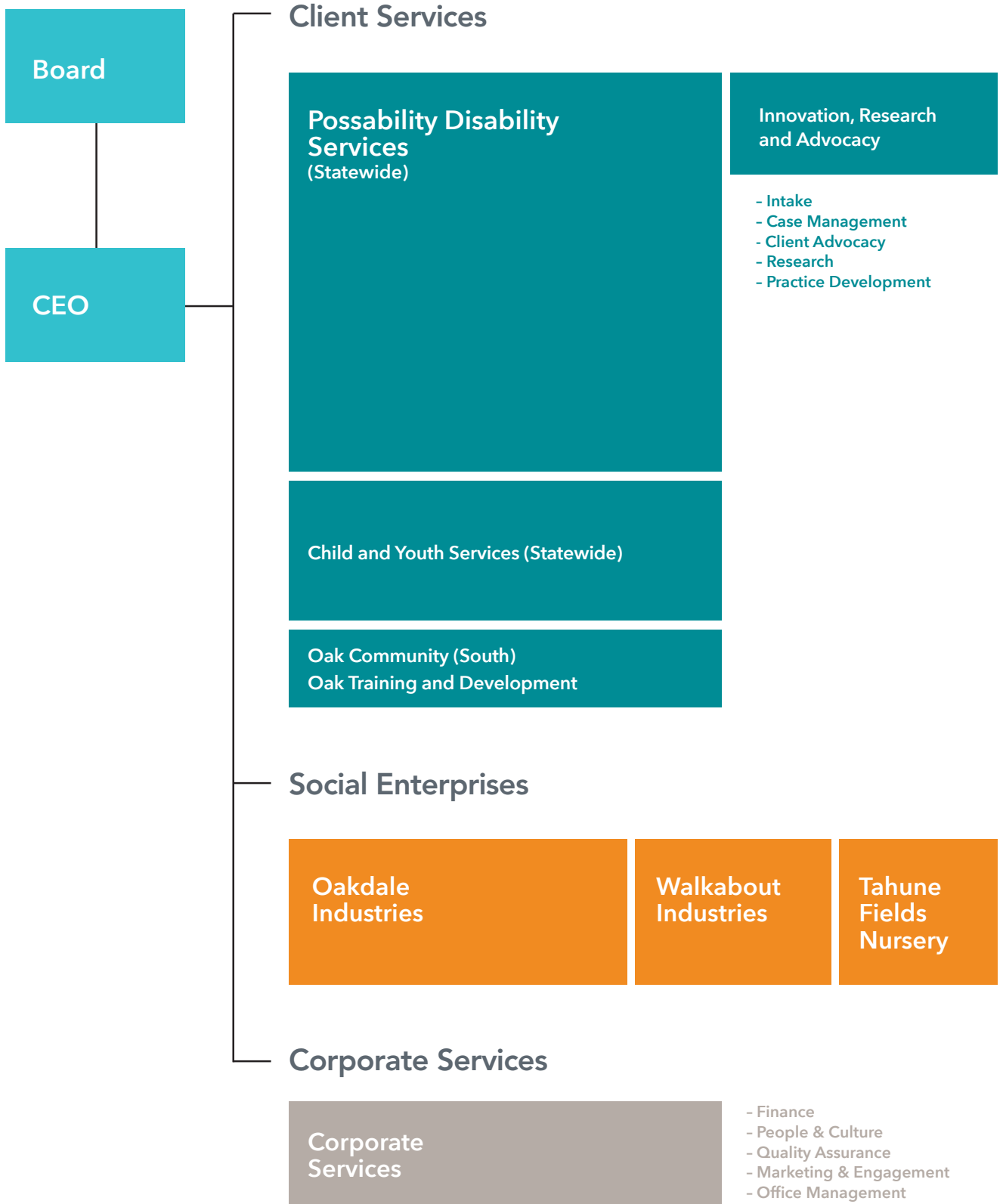
Sewing and overlocking for hospitals, schools, businesses and sporting clubs

Specialised bulk mailing services for government and private businesses.

Tahune Fields Nursery

Tahune Fields, located in the Huon Valley, produces high quality apple trees and root stock for the wholesale market. Employees work across the entire nursery business and receive training in grafting, budding and other horticultural skills.

Organisational Structure



Disability Services



In 2016-17 we continued to work with participants to transition to the NDIS, with 42 per cent of our clients in the scheme by the end of the financial year. We also grew and developed new services for clients, particularly in Child and Youth Services.

We provided just over 529 000 hours of client services, 16 per cent more than the combined organisations delivered in the previous year.

We have also worked hard to ensure we grow in a sustainable way, taking time to understand how to deliver services according to funding available.

There has been significant growth in the Child and Youth Services area with the organisation giving support to many more young people than ever before by providing accommodation options and supporting young people living with family.

Supported Accommodation

A significant focus has been working with Possability’s residential clients to transition to Supported Independent Living under the NDIS. This has involved working collaboratively with participants and their families to confirm the support they currently have, the support they would like to receive in the future and how support is shared between residents sharing a house. This information is provided to participants and their families to help them in the NDIS planning and transition process. In some cases we have reduced the number of people living in a house following a vacancy because residents have identified they would prefer to live in a smaller group.

This year 18 people transitioned to Supported Independent Living in the NDIS, with 53 more clients expected to transition from State Government funding in 2017-18.

We have continued to grow our supported accommodation sites in recognition of the high unmet need for this kind of support.

In 2016-17, we established or took over management of a number of new supported accommodation sites, including:

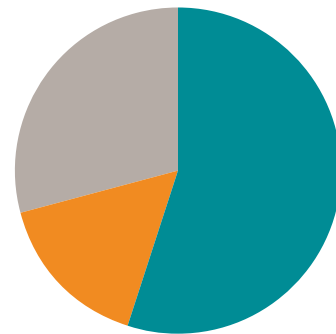
Lead tenancy at Cape Country at Wynyard, which is a cluster of 12 units where we now provide support to the residents to live independently

Two new Supported Independent Living accommodation sites in Launceston

A cluster of units for Supported Independent Living at Claremont.

Work progressed on our proposal to build a specialist accommodation facility in Burnie to meet the specific needs of people with complex and exceptional needs. The architect’s design and engineering drawings were completed ready for a development application to be lodged in the coming year. The building has a flexible configuration and will provide up to four fully self-contained independent living spaces. Burnie City Council has generously supported the project by donating the land for the building. We are now exploring funding opportunities.

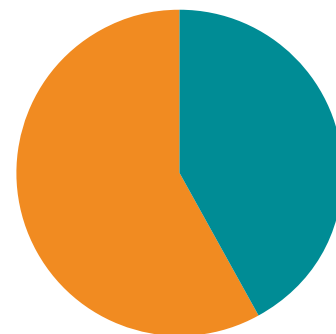
We are also appreciative of the support of Devonport City Council in donating land in East Devonport to Oak Possability to develop an affordable disability accommodation site.



Location of Clients

- South
- North
- North West

TOTAL HOURS OF SUPPORT:
529 065



Number of Clients

- NDIS participants
- State-funded clients

TOTAL: 715

Disability Services



Pania's story

Pania Galvin lives in supported accommodation with three other women in the Huon Valley in southern Tasmania.

"When I first moved in I was shy. I wanted to get out and about a bit more, get into the community," Pania said.

After identifying these goals in her individual support plan, Pania now engages with her local community in many ways. She has holidayed in New Zealand, joined a theatre group, volunteered in community events and currently takes weekly singing lessons.

"Going to different things helped me to open up."

She also expressed a desire to improve her literacy and numeracy and has now completed a Certificate 2 in retail. She currently volunteers at a local charity shop one day a week to continue developing her workplace skills while she seeks employment.

"Staff helped me along the way, they got me motivated and encouraged me," she said.

The Practice Development team connected Pania to Possability's Consumer Forums and she was subsequently elected as the Southern Consumer Representative to take client concerns to the Oak Possability Board.

"The Consumer Forums have helped me. I would tell others to do it because it can help them open up a bit more!"

Pania has worked hard to overcome her shyness and recently achieved a milestone of addressing year 7 students about her experiences of discrimination and diversity. Her presentation was enthusiastically received and this has encouraged her to go on to make further presentations.

"That is not something I would have been able to do a few years ago.

"I feel like I have come a long way, I feel good. I am more open than what I was. I have changed over the last few years, I have got more confidence. I am not shy now!"



Short-term Accommodation

We continued to work in partnership with the State Government to ensure the ongoing viability of respite services under the NDIS and a smooth transition for clients.

With the extension of the NDIS to children aged 12-14 years in July 2016, the Latrobe Children's Respite has seen many of its clients transitioning to NDIS packages, with the remainder set to transfer to the scheme from 1 July 2017. The increase in children receiving funding has led to an increase in demand for stays at the centre. We continued to improve the centre with refurbishments and developed kitchen garden beds at the site thanks to the Latrobe Lions Club, which supplied resources and labour.

Customer demand for adult respite services in Burnie has declined, as many long-term clients have moved to Supported Independent Living with funding for the NDIS. We will be looking at options to use the service more flexibly in the coming year

to meet changing consumer needs and ensure this important community resource continues to be sustainable. Burnie Respite was again supported by a very generous donation from the Burnie Shines Cocktail party, which has provide funding for activities and kitchen equipment to further enhance the experience at the house.

We successfully tendered to manage a State Government owned facility in Newhnam, Launceston, previously operated by Abbeyfield for aged care. Planning and building modifications were undertaken to open two new services on the property - short-term accommodation (respite) for up to six people and a separate Transition to Independence House with up to four residents. Clients accessing the Launceston Adult Respite transferred to Woodland Grove Lodge in July 2017.

Seven Mile Beach Retreat, which is fully reliant on NDIS funding, continues to operate successfully. Our experiences at Seven Mile Beach are positioning us well to transfer all respite services to the NDIS successfully.

Disability Services



Oak Community

Oak Community offers a range of recreational programs, based from our Derwent Park premises. Programs range from practical skill development and personal growth, to recreation and artistic expression.

Over the year, Oak Community established relationships with various community groups to enhance community-based activities. These groups included the Wooden Boat Society, Moonah Men's shed, Arena Fitness and the multicultural dancing society at the Caledonian Club.

Other highlights included:

Photography displays at the Marina Café in Derwent Park

A day on a commercial fishing trawler

Gym visits and bootcamps

Participation in a statewide cricket competition

Remodelling the foyer and dining areas to create a more informal and appealing environment.

Leisure and Recreation

We continued to respond to requests for more and varied social opportunities by expanding our Leisure and Recreation programs. Over the year most activities were focussed in the North, North West and Huon Valley including:

Expansion of Gaming (PC) Clubs to the North, South and Huon

Outdoor activities such as going to Dismal Swamp, the Wynyard Tulip Festival, Agfest, cave tours and enjoying a sailing trip

Trips to exciting shows and bands such as Nitro Circus, 1927 and Pseudo Echo

A weekend trip to Hobart see the musical 'Wicked'

And much more!

Oak Training and Development

Oak Training and Development (RTO 1098) has seen amazing learning and personal growth by the participants in our training programs over the past year.

All programs experienced growth, with a notable 58% in the Transition to Work program, increasing to 41 participants. This outcome was due to opportunities for participants arising from the NDIS, the growing reputation of the program and the merger with Possability, which facilitated the expansion of the program into the north of the state. Participants benefited from work placements with businesses such as Australia Post, The Hobart Aquatic Centre, a childcare centre and our social enterprises.

In the North, the Transition to Work program was launched in early 2017 offering pathways to employment through on-the-job training.

Oak became the first disability services provider to be licensed to run the Duke of Edinburgh International Award. In December 2016, five participants in the program were presented with their Bronze award at Government House by the Governor of Tasmania, Her Excellency, Professor the Honourable Kate Warner. Following the success of the inaugural award program, the program is growing with a number of new participants joining this year and the initial awardees working towards their Silver award.

Another highlight of the year was the completion of a collaborative workforce development project in partnership with National Disability Services. This involved providing Information Technology training to upskill disability support workers from a variety of organisations around the state.



This helped boost enrolments with the Registered Training Organisation (RTO) by 22 per cent to 233 separate enrolments. Participation in the Language, Literacy and Numeracy program also increased.

The Transition to Work program in Grove is benefiting from a \$14 000 grant from the Community Support Levy Charitable Organisation Grant Program. The funds were used to purchase some new horticultural equipment and to undertake repairs to the glasshouse.

We were also successful in gaining a \$49 000 grant through 26TEN, which will be used to ensure support workers have the skills they need to support clients to develop their language, literacy and numeracy. This project will be rolled out to staff in the coming year.

Disability Services



Georgia's story

Georgia Copleman wanted to find a way to meet new people and have fun. When she joined Oak Training and Development, she told staff that one of her goals was to build those social connections.

Participating in the Transition to Work program has provided Georgia with an opportunity to work with staff and focus on her personal development. Program coordinator, Deb Peers, says she has seen Georgia grow since she joined the program.

"We work with her on emotional intelligence and social skills. She has become a lot more confident!"

The program is individually tailored to each participant and includes a practical work placement to learn on-the-job skills.

"Georgia is a great organiser so we matched work placements to her strengths," Deb said.

Georgia has gained experience at local businesses such as Meals on Wheels, which she enjoyed immensely.

"I liked giving back and meeting new people," she said.

Also identifying fitness as one of her goals, Georgia now attends fitness classes at the PCYC on a regular basis as a part of her program, but her favourite part of Transition to Work is participating in the horticulture program at Grove Nursery.

"It is fun and helps me to relax. I like being outdoors," Georgia said.

Participating in Training and Development programs has allowed Georgia to build friendships with her peers over time, especially with her fellow 2016 Duke of Edinburgh International Award recipients.

Completing the program and being presented with the award at Government House was a huge personal achievement for Georgia.

"I was so nervous that day...but I felt proud!"

She enjoyed the program so much, she is participating in it again this year and volunteered to help organise an Oak Possability Quiz Evening as part of her community participation for the award.

Child & Youth Services

Our strong track record in Child and Youth Services and the high need for this specialist service led to continuing significant growth in the number of children we support.

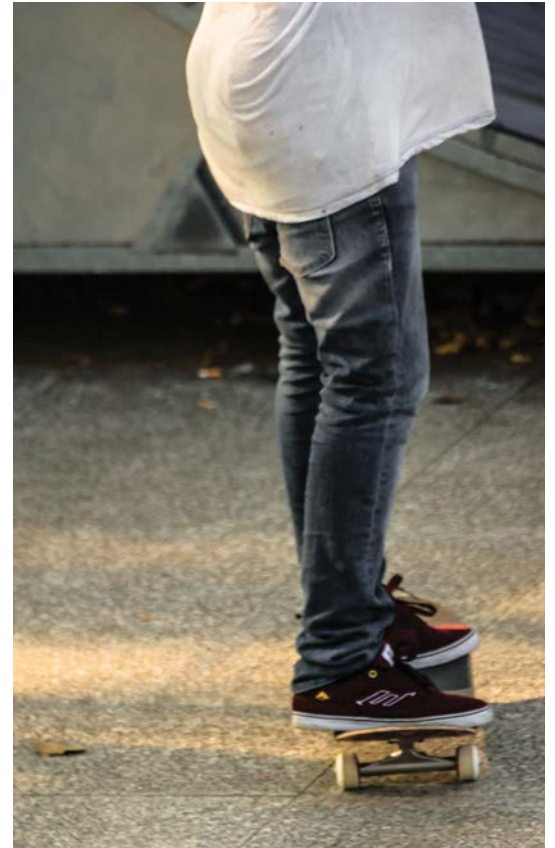
Since we became a preferred government provider of Special Care Packages in 2015, the number of children we are supporting has grown from 6 to 28.

This is a challenging service requiring highly skilled and resilient staff and supervisors. It is also very rewarding when we see the positive outcomes achieved by the children and young people we have supported.

We provide a safe and secure home to children with complex needs who require specialist one-on-one support. They have often been in foster care arrangements that have broken down. These placements may be short term for a few weeks or months, or can be for longer periods where required.

In addition, over the past year we have provided a community-based support that offers carers and young people a break and support, similar to that offered in disability services. This has been a successful initiative that helps support young people in their current homes and reduces the need for greater interventions.

An important part of our success has been the large pool of experienced support



workers that we have across the broader organisation, as well as our quality in-house training in the Out of Home Care Practice Framework. The Practice Framework ensures that staff have the skills they need to provide trauma-informed and positive behaviour support.

During the year we brought in new resources to strengthen our capacity, provide more professional support to staff and to have more leaders role-modelling best practice in the service. We trialled a new management structure, appointed a statewide Child Youth Services Manager and created new positions – Youth Worker, Practice Leader and Behaviour Consultant.

Social Enterprises

Oak Possability operates three social enterprises in Southern Tasmania with the purpose of providing meaningful employment to people with disability. In 2016-17, we employed 116 people with disability at our social enterprises.

We provide personalised training and support that builds skills and confidence in the workplace. Every supported employee has an Individual Personal Plan which sets out their workplace goals and training needs. Oak provides a range of in-house accredited training courses to develop the skills of our supported employees. These include:

Certificate I in Work Skills for Life

Certificate I and II in IT

Certificate II in Business

In addition, we offer on-site Independent Living Skills training to supported employees that benefits their personal and work lives. This training covers cooking, personal care, managing finances and positive communications.

We also assist employees to access external accredited training in industrial cleaning, process manufacturing, horticulture, timber processing, warehouse operations and forklift licences.

Our businesses have a strong sense of community, providing a friendship network and a sense of belonging. Employees have a sense of shared purpose in the knowledge that they are producing products and services that are needed and valued by the community.

The enterprises were established in the 1960s and 1970s by the Retarded Children's Welfare Association, a parents volunteer group that preceded the creation of Oak Tasmania in 1992.

Survey: What do our supported employees think about their workplace?*



I like where I work

95%
agree/strongly agree



I've made new friends at work

95%
agree/strongly agree



I like what I make or do at work

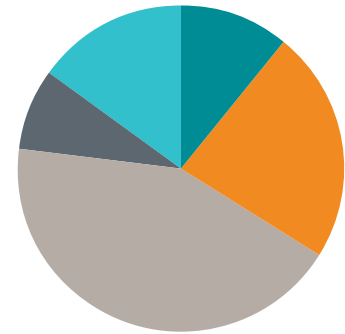
85%
agree/strongly agree



I can try new jobs and learn new things

76%
agree/strongly agree

*Source: A survey of 60 supported employees in March 2017



Sales revenue by product/service type

- Bagged firewood
- Potting mix
- Document destruction & recycling
- Sewing & assembly
- Mail & packaging

Walkabout Industries

Walkabout Industries is a multi-faceted manufacturing and services business operating from two Glenorchy sites – Clydesdale Avenue and Pitcairn Street.

The enterprise employed 68 people with disability in 2016-17.

A summary of our annual operations follows:

Document destruction and paper recycling

Our security shredding van is working in and around Hobart most days. Document destruction and other paper is mostly recycled back into office paper within Australia. Sales revenue from this service increased by five per cent.

Potting mix

We make and package potting mix under the Yates and Pine Grow brands, which are sold in Bunnings stores throughout Tasmania. Sales of these products over the year were in line with the previous year.

Bagged firewood

Sales increased in the 2016-17 period by 18 per cent with 13 additional United service station outlets signing up over the year as distributors.

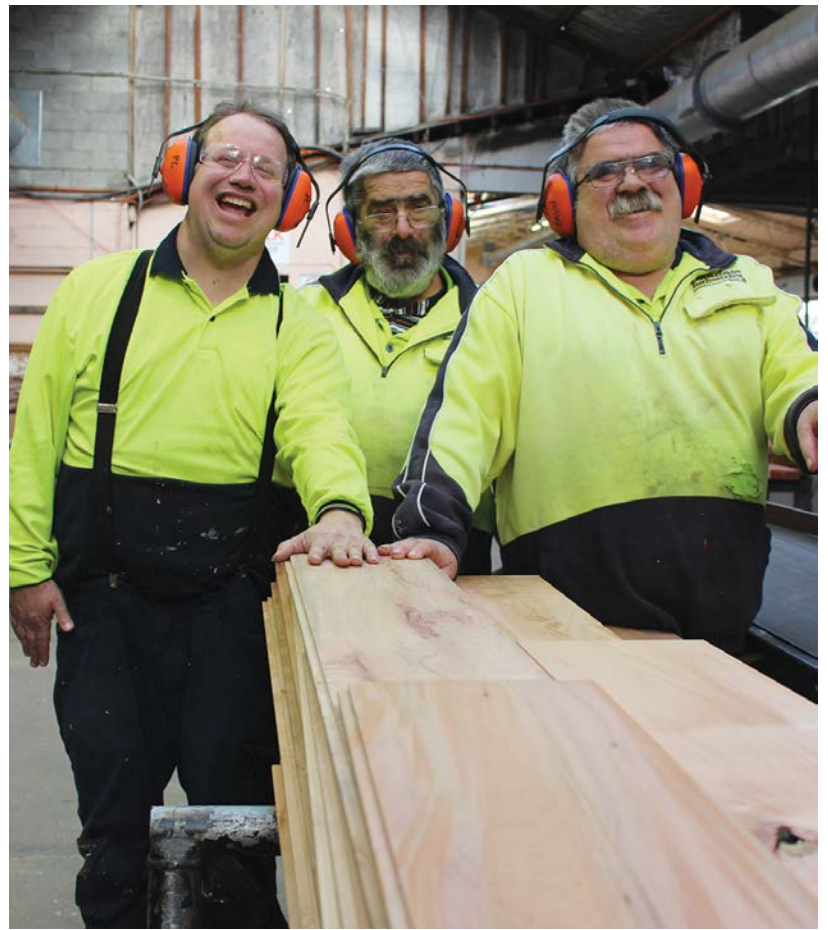
Sewing and assembly

Our sewing and assembly section is very versatile, taking on many different and varied commission jobs. Our main production item is the commercial laundry bag that has a dissolving stitch that allows for the laundry bag to be placed into the washing cycle without removing the items from the bag for hygiene purposes.

Mail and packaging

Plastic wrapping journals for posting out throughout Australia accounts for the majority of sales revenue for this service. We package products for a number of Tasmanian companies such as Juicy Isles and Beauty and the Bees.

Social Enterprises



Oakdale Industries

Oakdale Industries has undertaken considerable work over the past year to prepare the ground for future growth in timber manufacturing and most importantly in training and providing employment for Tasmanians with disability.

In 2016-17, Oakdale Industries continued to provide employment for 33 supported employees and 15 supervisors and administrative roles.

In addition to on-the-job training, our employees spent more than four per cent of total work time in formal training including Warehousing Operations, Process Manufacturing, Individual Support (disability) Numeracy and Literacy, and Information Technology.

A particular highlight was securing a \$2.5 million grant from the Australian Government to building a new training and production facility at our Warrane site. Funding for the project was provided under the Australian Government's Tasmanian Jobs and Growth Package. The project will build a new Employment Training Centre complete with a new workshop space, training room and office amenities. The new workshop will house new timber manufacturing equipment purchased this year with a \$1.5 million Australian Government grant.

The grants enable Oakdale to replace ageing equipment with the latest technology, provide greater training opportunities and will meet current standards in workplace health and safety.

When completed, it is envisaged that the new facility at Oakdale will be capable of supporting up to 110 positions in supported work and training across a multitude of different local industry job types. Construction has begun and will be completed in 2017-18.

This investment is timely as Oakdale Industries experienced significant "downtime" over the past year due to repairs and maintenance of our ageing plant.

New products and partnerships

We developed a new partnership with Hydrowood to process and distribute flooring and panelling made from this unique product. Hydrowood is specialist Tasmanian timber recovered from hydro dams. Oakdale despatched its first shipment of Western Beech Hydrowood flooring to a Victorian distributor in March 2017.

We also partnered with SmartOAK to process and distribute their laminated prefinished timber, previously known as HardLam. With access to our traditional native timber resource in Tasmania reducing, these two new products are important to our ongoing business.

SmartOAK and Hydrowood flooring, panelling and stair treads attracted significant interest at our display in the 2017 Housing Industries Association Expo in Hobart in May.

These new products contributed to a 15.6 per cent increase in sales in our flooring range over the year. Overall revenue was up nine per cent on the previous year.



Terry's story

Terry has worked at Oakdale Industries for over 18 years and loves his job.

His favourite part of going to work each day is the familiar environment and seeing all of the friends he has made. He says Oakdale is full of great guys who enjoy the work and know how to have a good time.

Terry used to work as a builder with his father and he joined Oakdale to continue to pursue his passion. A bustling workplace, he says there is always a lot of work to do, and he enjoys being busy.

"I'd go crazy if I had nothing to do and that's why I came to Oak."

The work Terry does depends on the day, but he enjoys making bed frames the most. He has learnt how to use a docking saw, operate woodcutting machinery and drive a forklift at Oakdale.

"It's a good place to work and I am happy to be here."

Social Enterprises



Tahune Fields Nursery

Tahune Fields Nursery produces high quality apples, stone fruit trees and root stock for commercial orchardists throughout Australia.

Along with growing fruit trees, Tahune also produces apple bins, crates and pallets. The business employs 22 people with disability, providing on-the-job training and access to accredited training in horticulture, warehouse operations and forklift licences.

The past 12 months have been busy for Tahune, planting 438 000 fruit trees and selling more than 250 000 fruit trees and rootstock.

Tahune has continued to diversify its production with a renewed focus on plum and apricot varieties, increasing our range from apples, pear and cherries.

The team worked hard to improve production flows and work tasks to enhance the employment experience for our employees and production. Increasing competition in the sector has put downward pressure on prices, and we have continued

to focus on quality and excellent customer service to ensure we remain competitive in this new environment.

Following on from our initial work, we secured plant breeders rights (PBR) in China for one of our apple varieties. Over time our hope is that this project will lead to a steady stream of royalties that can be reinvested in expanding opportunities for work in our social enterprises.

We continued to seek opportunities to further develop our varieties in international markets.





Jason's story

When Jason Reid finished school he was looking for a career in horticulture and started working at Tahune Fields Nursery, in the Huon Valley.

"I felt very lucky to get this job, it was exactly what I wanted to do," he said.

Fast forward nine years and it's clear he made the right decision.

"I really enjoy coming to work, it is a good bunch of people to work with. We work in small teams and we all get along well together. Everyone helps each other out."

Jason has a love of learning and recently completed his Certificate 2 in Horticulture.

He particularly enjoys the process of the tree stock production.

"The whole cycle takes two years. Watching the young stocks grow and see how far they go is great."

Each year, Jason and the team cut out stocks, which involves taking cuttings from the trees to be sorted and distributed to customers to grow.

"I like that we use a lot of different tools and spend time in the outdoors."

Research, Innovation and Practice Development

The Practice Development team is responsible for providing practice leadership to our employees who work directly with clients.

The team is an important investment by the organisation to support all aspects of client services. The consultants provide practice leadership by translating theory into practice.

In 2016-17, the team provided ongoing training and coaching in the Practice Framework to ensure that support staff have the skills they need to provide the best possible services. Training was delivered in person-centred support, inclusive practices, active support, positive behaviour support and trauma-informed support. These practices enhance choice, quality and safety in service provision which underpins the current disability reforms.

Client advocacy

Oak Possability continually seeks feedback to enhance our clients' ability and opportunity to have choice and control over how their support is provided. In addition to regular informal communications that clients have with their support workers and team leaders, we have a number of formal mechanisms to enable clients to have their say, raise complaints and tell us how we can improve their services.

Possability has held Consumer Forums for the past 25 years and after the merger this opportunity was extended to Oak clients. Forums were held biannually in the North, North West and South facilitated by independent group, Speakout Advocacy. Regional consumer representatives, elected by their peers, presented the reports in person to the Oak Possability Board, allowing the Board to hear first-hand

about our performance, as well as offering a personal development opportunity for clients. The Board provided a written response back to clients reporting actions taken in response.

Practice Development staff (who are independent of staff providing day-to-day support) also held bi-monthly resident meetings for clients living in supported accommodation where they could raise concerns and discuss matters they would like addressed. Oak clients particularly valued this new opportunity to provide feedback.

Family engagement

A Family Advisory Group was established by Possability in 2015-16 to provide families with a formal avenue to have input into the organisation's policies, practices and provision of services and to raise suggestions for improvement. This group continued to meet over the past year, providing valuable input and feedback. The meeting in February was the first meeting to combine Oak Possability family members, and it was agreed to rename the forum the Family Consultative Group. The new Family Consultative Group agreed that it would meet twice a year, while having an additional two information sessions open to all families to address current topics of interest.

The Practice Development team also continued to facilitate a networking group for families to explore and discuss future accommodation options for their family members.

Research

Oak Possability continues to be a learning organisation and in 2016-17 we evaluated our Practice Framework for Child and Youth Services. This research was presented by two of our executive leaders, Nicola Crates and Matthew Spicer, at the international conference of the Institute for Applied Behavior Analysis in Dublin, Ireland in June 2017. A brief summary of some of the outcomes of this research are outlined on the following page.



Survey: What do our customers value in Oak Possability?*



*These were the key themes raised in a stakeholder survey conducted in February 2017. Interviews were conducted with 122 clients, supported employees and families across all service streams and eight government and sector stakeholders.

Research, Innovation and Practice Development

Positive outcomes from trauma-informed approach

An evaluation of our support of children and youth at risk has found that the biggest improvements in children’s emotional and behavioural wellbeing occur after 12 months of care.

Possability has a trauma informed multi-element behaviour support approach to supporting children and youth at risk. Support is also based on a child development approach to best meet the needs of children at different ages and stages. This ensures that each child or young person’s support is responsive and places them and their individual needs at the centre of the service model.

Our staff implement strategies that create a safe, calm and predictable environment that reduces arousal levels and avoids re-traumatisation. We use positive behaviour support approaches to build positive, trusting relationships and avoid punishment or restrictive practices that might re-traumatise children. We work with the children to increase their skills and adaptability in different situations. We also actively assist children and their families to develop and maintain positive contact to the extent that this is safely possible.

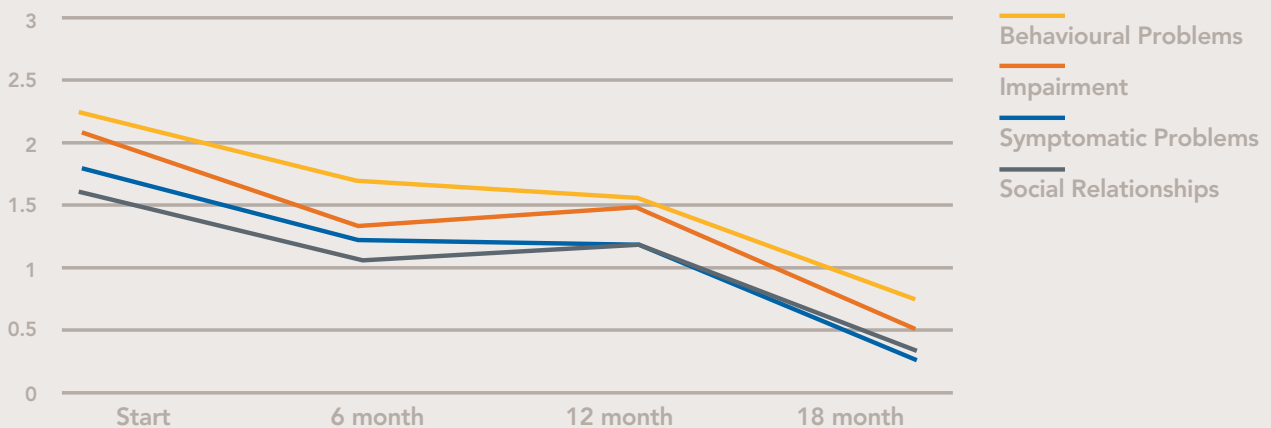
Our aim is to teach children to understand and self-regulate their behaviour so that each child can participate in therapy to cope with trauma, engage in education, live in a family-style setting and transition to independence as they mature.

While addressing the needs of the young person, there is also an explicit focus on staff wellbeing, emotional management and trauma-responsive leadership.

Possability evaluates the effectiveness of our support approaches by using the Health of the Nation Outcome Scales – Children and Adults (HoNOSCA), which measure the outcomes of emotional and behavioural disorders in children. The higher the score, the higher the level of problems or symptoms. The HoNOSCA measure a range of behavioural and quality of life domains such as aggression, attention, self-injury, engagement with family, peers and education, substance use and independence using a five-point scale.

The HoNOSCA scores graph (below) illustrates the outcomes of 13 clients that have been receiving services from Possability for 18 months. It demonstrates the benefit of longer placements with the greatest improvements coming in the 12-18 month time frame. The initial reductions are linked to children feeling safer. There is a plateau in the consolidation phase and then after 12 months we see improvement from the cumulative effects of the service and strategies.

HoNOSCA Scores





Innovation & Excellence Awards

Oak Possability recognised best practice in the organisation at the 2016 Innovation and Excellence awards.

As an organisation, we are committed to providing the best services possible. To achieve this we need to continually seek out and implement best practice in the sector. We also want to encourage a culture of excellence and innovation for our employees, empowering them to develop their own expertise and practices that will benefit our clients, supported employees and the broader community.

The awards, now in their second year, were presented at the Possability Annual General Meeting on 2 November 2016.

Innovation awards were presented to two teams:

The Oak Duke of Edinburgh team: Teena Tranter, Karita Casimaty, Betty Rayner, Deb Peers & Kim Talbot (pictured above)

The Co-design for Community Inclusion Project team: Gayle Brown, Judy Prodan, Judy Lawton, Jason Thomson, Samone Blake, Jodie Wilton, Marita Moll, Cairon Moore, Pecks Road Team, Gill Place Team, Kahu Rohaptu, Annette Johnson, Sara McGee.

Excellence awards were presented to:

Mel Brennan, support worker, Child and Youth Services

Jodie Burn, support worker, Child and Youth Services

Karita Casimaty, Training and Development

Stacey Alexander, HR Business Partner

Chris Rule, Planner, Case Management.

Quality Assurance

Delivery of quality services and products, client satisfaction and risk mitigation have continued to be our major focus over the past year. With the merger between Oak and Possability, we needed to align and unify policies and procedures across the organisation. While undertaking this work we took the opportunity to streamline processes and make continuous improvements.

As a combined organisation, our auditing requirements grew considerably. For our disability services, we undertook annual independent audits and maintained certification to the following standards:

Attendant Care Industry Standards

Commonwealth Home Support Program Guidelines

Our social enterprises were also successfully independently audited for the following national and international standards:

ISO 9001: Quality Management System

National Standards for Disability Services

Australian product standards

Considerable progress was also made towards gaining certification to the Safeguarding Children and Young People Standards, a national program that aims to reduce the risk of abuse to children and young people by organisations delivering services or care. We expect to gain certification to these Standards in 2017-18.

To maintain quality-related requirements, the quality department has grown in the past 12-month period from two employees to four employees, and now has a full-time internal auditor and project administrator.

Our Quality Management Framework, comprising ongoing internal audits, continual improvement activities, risk identification/mitigation and third party audits, provides a strong foundation for ongoing certification to a number of national and international standards.



Feedback, complaints and dispute resolution

Oak Possability is committed to managing all feedback, complaints and dispute resolutions fairly, efficiently and confidentially. We understand the value to all parties of the complaint process and we promote and encourage a 'complaint friendly' culture within our organisation.

In 2016-17, we undertook a comprehensive review of the Complaints, Compliments and Feedback policy, bringing our processes in line with the Department of Health and Human Services complaint management practices.

All complaints are addressed in a timely manner with specific resources allocated to ensure every complaint is managed appropriately through to resolution. The target time frame to resolve a complaint is within 10 working days of the complaint being made. In 2016-17, 96.7 per cent of complaints were investigated and resolved, 79.6 per cent within 10 days.

Information about our Complaint Management policy and the process are easily accessible for clients and families in the *Working Together: our policies and procedures* booklet published in both Plain English and Easy Read formats.

People and Culture

The merger and ongoing recruitment and training to support strong service growth have been key areas of focus for 2016-17.

We continued to implement and refine the Workforce Strategy, with a focus on understanding the market and workforce, assessing future demand, identifying gaps and pressure points and setting strategies. The strategy has supported our capacity to manage the growing workforce well and to recruit and develop highly professional, skilled and value-based employees.

In July 2016, Oak Tasmania had 217 employees, including 116 supported employees at the three social enterprises. After the merging of operations, Possability employees were moved to employment contracts with Oak Tasmania, which occurred in December 2016. This was a significant administrative task to bring into effect the merger of operations and the success of this process was in large part due to the hard work and comprehensive communications with staff.

Staff from the two organisations are employed on different enterprise agreements, which hampered the ability to deploy support workers across the service streams. A new single Enterprise Agreement is planned to be negotiated in 2017-18, which is intended to bring all staff on to the same industrial agreement.

When Oak and Possability decided to merge in July 2016, the two organisations had a combined 646 employees. Over the course of the year, our workforce grew to 755 employees or 427 full-time equivalents, reflecting the growth in service provision. Within this figure, the number of supported employees remained steady at 116.

Culture

The success of the Oak and Possability merger has in large part been due to the shared values of both organisations. However, as one would expect, there are some differences in the cultures. While continuing our journey to develop a values-driven workforce, we have also focussed on identifying how to merge these cultures without either entity losing those things that make them unique and special. Our initial focus has been to embed the values-driven recruitment and selection methodology across both organisations.

Importantly, both Oak and Possability continued to retain their Employer of Choice status during the year and this was reflected in our ability to attract quality candidates for various vacant roles.





Workplace training and development

We have invested strongly in training and upskilling our workforce. Apart from core competency training, we continue to invest in professional development with 35 employees completing accredited qualifications in 2016-17. This result means that all Support Practitioners either have a relevant Certificate III or IV (or higher qualification) or are working towards its successful completion.

We operate within a strict qualifications management framework and we continue to ensure that all refreshers, either mandatory or internal, are completed within an appropriate timeframe.

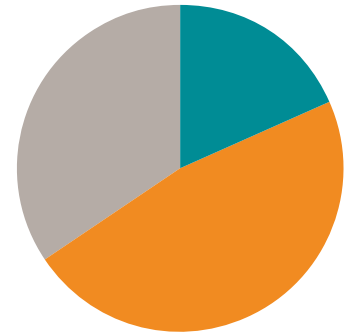
Leadership development is vital for a growing organisation in a dynamic, changing environment. Over the past year, 43 of our people managers have successfully completed a leadership development program.

Work health and safety

We continue to focus on the health and wellbeing of all our employees. We have, however, seen an increase in Lost Time Injuries. This reflects the growth in the size of our workforce, particularly in the provision of Special Care Packages in Child and Youth Services.

We have responded proactively to identify and address new hazards by introducing specialised training and support for employees working in this service area, reviewing our safety procedures and strengthening them as required.

People and Culture



Employee Status

- Full-time
- Part-time
- Casual

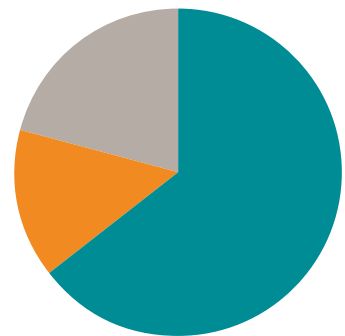
Employee group characteristics

As part of Oak Possability’s Workforce Strategy we are working to increase the rate of permanent employment. Our clients, employees and the organisation benefit from having more permanent employees. Employees get more regular hours of employment, along with increased entitlements, and are likely to be more committed to their job and stay with us for longer. For Oak Possability, more permanent employees will help reduce turnover, provide greater guarantees of staff availability and enhance the opportunity to build a more highly skilled workforce. The benefits for clients is clear – they have greater continuity of service from support workers, and those support workers will be more skilled.

As at 30 June 2017, 63 per cent of our employees were permanently employed, up slightly from the previous year.

We have a reasonably balanced gender ratio with 47% of our employees identifying as male and 53% of our employees identifying as female. This gender balance is not reflected throughout the organisation, however. The Disability and Child and Youth Services have a stronger weighting of females, while employment at the social enterprises have a significantly higher ratio of men, reflecting traditional manufacturing workforce demographics.

With Oak Tasmania previously only operating in the south of the state, the merged statewide organisation has a strong southern presence.



Employee Location

- South
- North
- North West



Jo's story

Starting her career as a support worker at Oak Tasmania, Jo Watts has nearly 20 years' experience in the sector. Two years ago, Jo joined Possability as a Team Leader in Disability Services.

"I went into my work as a support worker wanting to make a difference to people, to help people and that hasn't changed in all that time."

Jo has experienced firsthand how good support can make a difference to not only the individual, but to their entire family.

"Several years ago my brother was in an accident and ended up with an acquired brain injury. I have seen first-hand the massive impact this has had on him and our entire family.

"It has highlighted for me the importance of the work we do, that supporting people well can make a huge difference to someone's life and the life of those around them."

Although Jo loved working in disability services, she was ready for a new challenge and in early 2017 took up a role as Team Leader in Child and Youth Services, later being promoted to Advanced Team Leader.

"Possability is growing and the chance for movement in the organisation is fantastic," Jo said.

She also really values her colleagues, especially on those challenging days.

"The group of staff I work with is fantastic. I get a lot of support from the team and can always go to someone to debrief, have a laugh and clear my head to move on with the next issue."

As a qualified social worker, continual education and development, professionally and personally, is important to Jo.

"Training is a big thing for me. Possability has supported me to complete courses on Autism and behaviours of concern, and I have completed training in positive behaviour and trauma-informed practice."

Jo says she is still continuing to learn from her job every day.

"Every day is different. I learn so much from the clients and the staff supporting them."

Engagement



One of the aims of the Engagement team is to build a sense of community among clients, employees and supporters.

Over the year, we have organised a range of events that bring people together to celebrate and socialise such as Christmas parties, A Taste of Possibility and the Annual General Meeting.

Facebook has been an increasingly important way to connect and share information and achievements. Followers of the Possability and Oak Tasmania Facebook pages grew by approximately one-third to just under 1000 followers each. Each page engaged many thousands of people each month including clients, employees, family members and other community members.

The merger with Possability provided Oak Tasmania with a dedicated resource of two staff with expertise in communications and marketing. So there was considerable focus over the past year to update Oak brochures

and important information points, such as the Oak website. New information materials were produced for Oak Community, Oak Training and Development, and Oakdale Industries.

Other communications and engagement initiatives included:

Developing a new Easy Read booklet to explain our policies and practices to clients

Participating in Beyond the School Gate information sessions in Devonport, Burnie, Hobart and Launceston

Producing a quarterly stakeholder e-newsletter to keep people abreast of initiatives and achievements

An Open Day at the Grove Training and Development site.



Public advocacy and sector development

One of the strategic goals of Oak Possability is to be a thought leader and influencer in the community. To this end, CEO, Drew Beswick, contributed to national and state policy development as a member on National Disability Services' State Advisory Committee and participated in state government working groups.

Mr Beswick also joined with CEOs of eight other community-based organisations to form the Tasmanian Human Services Alliance. The Alliance aims to:

Contribute to public debate and policy development

Collaborate to proactively seek constructive solutions to arising issues

Seek opportunities for development of shared services and infrastructure to support industry growth

Support service development and innovation

Share knowledge.

We are also participating in the BuyAbility campaign, coordinated by National Disability Services, to highlight the important contribution to the community made by disability employers.

Our senior leaders have also given presentations at national and international conferences to share our knowledge and experiences with others. Drew Beswick was a keynote speaker at the NDIS Workforce Conference in Sydney in February 2017, while Director of Service Management and Development, Nicola Crates and Practice Leader, Matthew Spicer, presented at the international conference of the Institute for Applied Behavior Analysis in Dublin, Ireland in June 2017.

Engagement



Fundraising

We held our second fundraising dinner, A Taste of Possibility, on 7 October 2016 at the Hobart City Hall. A mouth-watering six course dinner was created by five award winning chefs – Paul Foreman (Kalis Hospitality and Black Box Kitchen), D C Lim (Munchies Street Food), Ruben Koopman (Frogmore Creek), Phil Piper (Entally Estate), Craig Will (Stillwater and Black Cow Bistro).

The event featured live camera crosses to the kitchen, cooking demonstrations and chef interviews. WIN Television's Lucy Breadon was a glamorous and entertaining MC for the evening. Clients also volunteered on the evening, assisting in the front of house to welcome guests and in other activities on the night. The event raised \$15 000 to be spent on improving facilities at the Oak Men's Shed and at the Seven Mile Beach Retreat.

Celebrations

Christmas parties are always a favourite celebration for clients and employees and 2016 was no exception. More than 300 clients attended parties across the three regions, enjoying a festive lunch, music and entertainment. In addition, in Hobart, a Christmas dinner was held for all supported employees at the Glenorchy Football Club.

An Easter Party was held for Children and Youth Services clients at the Lampton Avenue site in April 2017, hosted by Practice Development and Case Management staff. This was a fun day of craft and activities, finished off with a barbecue.



Our Board

Chairman: Dr Julie Rimes

CertEd, BEd, MEd Stud, EdD, TTC, FACE, FAICD, FACEL

Julie's professional career has been in education. She has been a member of the Oak Tasmania Board for over a decade with four years as Chairman. She has worked on a number of state and national Boards, with executive roles as the National Chairman of the Junior School Heads Association of Australia, member of the National Executive Council for the Australian Primary Principals Association, and National Treasurer and national Executive member of the Australian College of Educators. Julie is Chairman of the Calvary Consumer Advisory Council, a member of the Calvary Community Council and an Adjunct Associate Professor at the University of Tasmania. In recognition of her work in education and community service she was elected to the Tasmanian Women's Roll of Honour.

Subcommittees: Finance, Risk, Audit and Compliance; Property; Remuneration & Nomination

Deputy Chairman: Brian Scullin

BEC

Brian is actively involved in a number of Tasmanian boards. He holds the role of Chairman of the Tasmanian Development Board and Macquarie Point Development Corporation, and is a Director of Tasplan. He is Chairman of Hastings Funds Management and Chairman of Propel Funeral Partners. Previous directorships include Spark Infrastructure, BT Investment Management, Dexus Property Group, State Super Financial Services and the Wayside Chapel. His executive career included senior positions with BT and Deutsche Asset Management in Australia and Japan. He has also held senior roles in the Australian Government including the Treasury Department, the Department of Prime Minister and Cabinet and Private Secretary to the Leader of the Opposition.

Subcommittees: Remuneration and Nomination

Director: Kathleen Brient

BA, MAICD

Kathleen has extensive experience as a senior manager with the Australian Government Department of Human Services. She brings to the Board expertise in project and change management, strategic and business planning, stakeholder engagement, human resources and public sector management.

Subcommittees: Remuneration and Nomination (Chair)

Our Board

Director: Dr Gordon Brown

PhD, MAg, GradDipEd

Gordon is a director and the principal research scientist of Scientific Horticulture and Dry Ideas. He has been employed by multinational companies, small business, state governments and as a university academic. Gordon currently operates his own agricultural research company providing applied research to the Australian temperate fruit industry to assist in industry development. He also owns the world's most southern commercial tea fields, which he is expanding by assisting new growers in Tasmania into the industry. Gordon is a member of the International Society for Horticultural Science and the Australian Society of Horticultural Science.

Subcommittees: Finance, Risk, Audit and Compliance

Director: Matthew Greskie

BEng, GAICD

Matthew (Mat) is the Chief Executive Officer, Dulverton Waste Management and a Director of a number of other Boards including being Deputy Chair of the Australasian Board of the Institute of Public Works Engineering Australasia (IPWEA). He is the Chair of the Audit and Risk Committee of IPWEA and is a trustee of the Public Works Engineering Foundation.

Mat is trained as a mediator in accordance with the requirements of the Australian National Mediator Accreditation System. Awarded National Emerging Leader Award (2009) IPWEA, Mat brings to the Board expertise in general management, project management, risk management and asset management.

Subcommittees: Finance, Risk, Audit and Compliance

Director: David Mazengarb

BCom, FCA, FAICD, DipFin Services (FP)

David is an experienced company director, having held and holding a number of executive and non-executive director roles in companies ranging from financial services, information technology, and aquaculture and agriculture over the last 20 years. David currently serves as Chairman of two Australian-based financial services companies. He is a chartered accountant, a registered company auditor and a business consultant with a focus on finance, accounting and corporate governance. David has been a member of the Board from 1998, and after a short period of leave, rejoined as a Board Member in February 2007 to date also serving as Chairman from 2012 to 2015.

Subcommittees: Finance, Risk, Audit and Compliance (Chair)

Director: David Morris

LLB, GAICD

David is a partner at Hobart law firm, Simmons Wolfhagen. He is the lead partner of the firm's local government, planning and development team. David has been a director on a number of boards in the not-for-profit and education sectors, including the Fahan School Board, the Hutchins School (incl. as Chairman of the Board) and Red Cross (Tasmania). Currently, David is Chairman of the Housing Industry Association (Tasmania) Industry Policy Committee, a member of its Regional Executive and Chairman of HIA National Industrial Relations and Legal Committee.

Subcommittees: Remuneration and Nomination



Director:
Clinical Associate Professor
Robyn Wallace

BSc (Hons), DipEd, MSc, MBBS, FRACP, PhD, FAFRM

Clinical Associate Professor Robyn Wallace is a physician in Hobart, specialising in physical healthcare for adults with developmental disabilities, peri-operative medicine and physical healthcare for adults with mental illness. She has published numerous academic papers and has co-written the University of Tasmania developmental disability teaching curriculum for medical students. She also participated in curriculum development and clinical training for training specialists in areas of healthcare for adults with intellectual disabilities. Robyn is Chair of the State Committee of the Royal Australasian College of Physicians (RACP), member of the RACP Policy and Advocacy group and works closely with a valued network of disability professionals.

Director:
Dr Craig White

MBBS, MBus, FAICD, AFRACMA

Craig’s Tasmanian career has been in public health policy and management in Tasmania; including being Tasmania’s Chief Medical Officer; Chief Health Officer and Chief Executive of the Royal Hobart Hospital as well as a contributing to not-for-profit, fundraising and medical education boards. Before moving to Tasmania he worked across major hospital networks in a range of executive roles.

Our Executive

Chief Executive Officer: Drew Beswick

BSocWk, GradCertPSM, MAICD

Drew is a qualified social worker with postgraduate qualifications in management and a member of the Australian Institute of Company Directors since 2011. He has worked across a range of human service settings both in Australia and the United Kingdom including extensive experience in providing and supervising clinical practice and interventions. Prior to taking on the role of CEO of Possability in January 2016, Drew was Chief Operating Officer for four years, providing operational leadership during a time of considerable change and growth with the commencement of the NDIS trial in 2013.

Director, Service Management and Development: Nicola Crates

BAPSc(Speech Pathology), AdvDipMgt

Nicola is a trained speech pathologist with over 25 years' experience and is recognised as a sector leader in Positive Behaviour Support. She has been published in national and international journals and has presented at national and international conferences relating to positive behaviour support, high and complex needs practices, co-design and goal achievement, client self-advocacy, the reduction of restrictive practices and staff training and associated client outcomes.

Director, People and Culture: Janette Lenthall

AssDipAppSci, PDipBusMgt (HR), MAHRI

Janette brings high level strategic HR skills to the organisation. She also runs a private consultancy business, needHRnow. Janette has 18 years of HR experience, specialising in industrial relations, workplace relations, workplace health and safety, and injury management. Previous experience includes HR Manager at Federal Group's Country Club, Tasmania; RMIT and IAMA.

Chief Financial Officer: David Nelan

BCom, FCA

David is a chartered accountant who has a strong commercial accounting background and experience in negotiating contracts, risk management, occupational health & safety and asset security. He commenced his professional career as an auditor with Deloitte in Launceston where, over 5 years, he gained state, national and international audit experience across a wide variety of public and private sector audits, including aged care. David has held senior corporate accounting roles with Gunns Limited and Bonlac Foods. Prior to joining Oak Possability, David was Chief Financial Officer of national salad producer, Houston's Farm. During his 12 years at Houston's Farm, David financially managed extensive growth and expansion requirements of a small business of \$7 million annual turnover to a large business with over \$60 million in annual turnover.

Practice Leader: Matthew Spicer

CertBusMgt, BSc, AGDPSY, MAPS

Matthew is a registered psychologist with 20 years of experience working across government and non-government services. He has a wealth of experience as a practitioner and clinical manager. He works across the health, education, community and disability sectors in leadership development, service development and in training staff to support people with complex needs and behaviour change.

Matthew has designed and implemented innovative projects relating to the health outcomes of vulnerable people with complex needs. He is a member of the Motivational Interviewing Network of Trainers and is active in training staff at OAK Possability in related skills to underpin their work.

Finance Report

Oak Tasmania has experienced a positive result for the year with a surplus of \$1 590 291 compared to the loss in the prior year of \$956 147.

This positive result reflects a number of factors:

The merger with Possability

Capital equipment grant revenue of \$964 614 for the Oakdale Industries development

Growth in Disability and Child and Youth Services

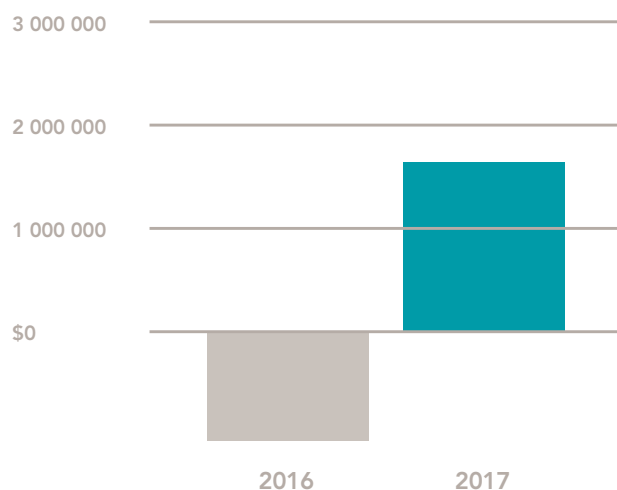
Ongoing efforts to boost the sustainability of the social enterprises.

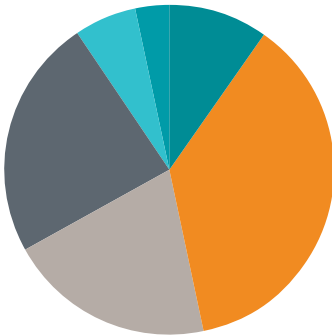
The financial results do not reflect a full year's operation as a merged organisation. The disability, community support and child and youth services functions previously provided under the Possability brand of Optia Limited, were transferred over to the legal entity, Oak Tasmania (trading as Oak Possability) in early December 2016.

Funding Agreements with Optia Limited were subsequently novated and employees transferred to Oak Tasmania in December 2016. The Possability brand now forms part of the Oak Tasmania brand library and is the reason for the significant increase in revenues and expenditures compared to the prior year. The financial results reflect how the scale of the Oak Tasmania business and services provided has significantly increased since December 2016.

Asset values have increased by \$833 513 following independent valuation of land and buildings owned by Oak Tasmania. Assets do not include those of Optia Limited, which remained in that legal entity following the merging of operations of the two organisations.

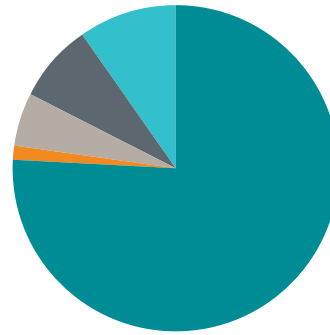
Surplus





Revenue

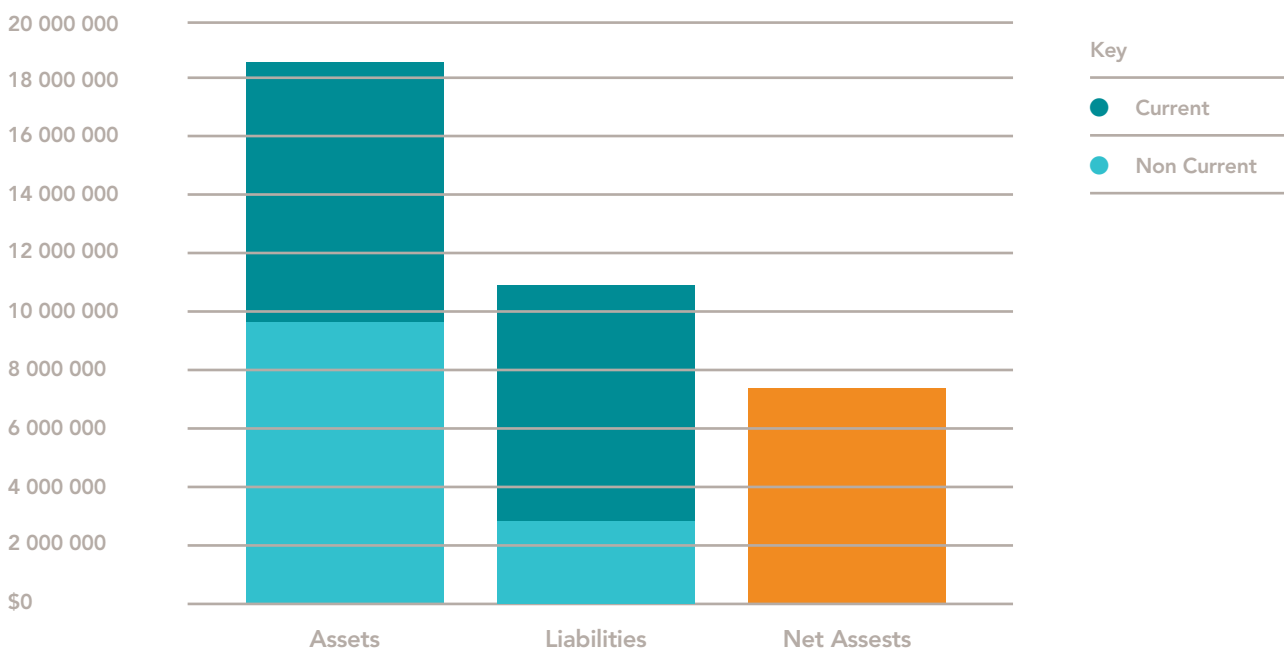
State funding	15 311 280
Federal funding (incl. NDIS)	5 852 002
Fee for service	3 152 368
Gross profit of sales by social enterprises	3 724 151
Capital grants	964 614
Other	546 187
Total Revenue	\$29 550 602



Expenses

Employment	21 205 630
Depreciation & Impairment	450 673
General, Administration & Finance	1 418 768
Facilities operating expenses	2 240 652
Other	2 644 588
Total Expenses	\$27 960 311

Assets and Liabilities



For a full set of financial statements, please email admin@oakpossability.org.au

Thank You

Thank you to our supporters and partners

Burnie City Council
Clennett's Mitre 10
Department of Health and Human Services
Department of Regional Development
Devonport City Council
Glenorchy Lions Club
Kingston Uniting Church
Huon Disability Network
Huon Valley Council
Hydrowood
Leslievale Landscape & Gravel Supplies
McKay's Timber
Motor Accident Insurance Board
National Disability Insurance Agency
National Disability Services
Padgetts Pine Bark
Paul Foreman, Kalis Hospitality
Speakout Advocacy Tasmania
Solutions Won
SmartOAK
Transport Accident Commission
Veolia

Volunteers and sponsors for a Taste of Possibility 2016

Executive Chefs Paul Foreman (Kalis Hospitality and Black Box Kitchen), D C Lim (Munchies Street Food), Ruben Koopman (Frogmore Creek), Phil Piper (Entally Estate) and Craig Will (Stillwater and Black Cow Bistro); WIN Television, Mercury newspaper, Pure Theming, Creative Hum, The Hon. Elise Archer, MP, Rollins Hire and the many Tasmanian businesses who donated produce and prizes.

Alisha Hunter, Henry Holgate, Marcus Brown, Marty Leeson, Pania Galvin, Charmain Hinchliffe.

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