

Annual Report

2019/20



See Differently



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Alternative formats of the Annual Report
are available on request

President's Report



As President of the RSB I am very grateful to work with a group of highly engaged and committed colleagues. 2020 has challenged and tested us all. The organisation has undergone a major restructure as it has sought to find a sustainable operating model. The Board has provided the strategic and risk management oversight for this process.

The RSB and not for profit sector have been impacted by the shift from block funding to the NDIS and the paucity of funding for the vision impaired by My Aged Care. The financial and societal challenge has been accentuated by the bushfires and COVID-19 crisis.

The Board continues to focus on the need for benevolent, cost effective, sustainable service provision to the blind and vision impaired community. I am most grateful to all directors for their dedicated efforts as the face to face meeting environment has transitioned by necessity to Zoom and Hybrid meetings.

In acknowledging the Board, a public thank you to Allana Hinks for her work as a Board director over the last three years. She resigned in August 2019 to take extended leave and travel overseas. Allana made a valuable contribution and we wish her well. We welcomed Dr Jane Ford, appointed at the last AGM in November 2019, who is a corporate communications and policy specialist with broad experience in government and the private sector, with qualifications in international trade policy, journalism, politics, and economics. We have appreciated her thoughtful contribution.

I would also like to congratulate our Executive Director Rob Dempsey and his team for their approach and effort over the last twelve months. They are genuinely committed to serving the vision impaired community and we all witnessed firsthand their efforts in steering the RSB through the challenges of the past year. Our guide and assistance dog program, fundraising, employment services, industrial services, and community services continue to work tirelessly for our clients.

One of the many good news stories has been the shift to production of face shields by our industrial services for the COVID-19 effort. The acquisition of two additional disability employment services and the successful Emergency Appeal have been other highlights.

I must also thank our many volunteers, without whom the RSB could not achieve as much as it does for its clients. As a health professional, I do have an intimate understanding of the challenges faced by the community we serve and I am delighted that the RSB continues to rise to the challenge, and our volunteers are with us all the way.

The generous financial support of our donors, bequestors, state and federal governments and other benefactors is, as always, greatly appreciated. Their support is vital to allow us to serve the vision impaired community.

I had the great pleasure of speaking to a group of our clients and many of our volunteers at the 2019 Guide Dog Graduation event. This reinforced to me the impact our Guide Dog Service can make to the life of a client, and just how important our volunteers are in making that happen. It was a privilege to share the stage with these people. It should remind everyone of why we do what we do at the RSB.

Grant Raymond
RSB President

Executive Director's Report



In sitting down to contemplate the events of the last 12 months for the RSB I have had time to reflect on what has been a period of massive change and challenge for our organisation. In compiling this report, I have found it impossible not to acknowledge the wider circumstances in which we have operated.

We entered the last 12 months still actively navigating and managing the implementation of the NDIS and Aged Care systems and their impact on our sector's business and funding model, and addressing head on the challenges associated with dealing with Governments, needing to educate and ultimately empower the disability market, all whilst simultaneously realigning the RSB services and facilities to continue to effectively service the new market choice which has been an absolutely fundamental task for our business. It remains a core challenge for the business as we go forward.

Above all of the changes our organisation has been through, the community at large has also faced two existential challenges, firstly with the near national bushfire events of December 2019 and January 2020, and then the socially corrosive and wretched corona virus which has likely changed community expectations and comfort levels forever.

I am pleased to report that over the last year we have and continue to make great progress on this, culturally, structurally and financially.

Equally, whilst the cumulative impact of these challenges saw the RSB record an operating deficit the overall financial performance of the organisation was encouraging and supportive. The efforts of the Board and our team have realised to realign the business to meet the changes to the market.

This progress would not be possible, or sustainable, without a highly committed and engaged staff and volunteer support system. The team at RSB are just that. As has the South Australian community who have proven to be enormously resilient, and happily so has their support for the RSB.

This 'collective resilience' was demonstrated to me in the response throughout this extraordinary period, where our marketing and fundraising efforts remained well rewarded, highlighted by the recent Emergency Appeal, which launched in April, generated over \$150,000 before the end of June, a result that was both genuinely humbling and very satisfying in terms of understanding just how much people recognise the importance of our work.

That result, and also the last few months of the 2020 financial year has again revealed to all of us that we are blessed to have a wonderful and enduring cohort of donors, sponsors and strategic partners, and many community supporter groups who continue to support our efforts. Their continued contributions remain inspiring for us at RSB.

I also need to acknowledge the efforts of our management and staff. Through our Community Services team, we have continued to develop and refine the range of services we provide the vision impaired community, all designed around the central premise of enabling an enhanced quality of life. The Guide and Assistance Dog program remains a flagship service for us, and the team consistently delivers outstanding outcomes for our clients. Our Employment Services business continues to be regarded as the bespoke model for the sector, and the acquisition of two additional disability employment agencies has only reinforced our increasing relevance to the sector. Our Industrial Services team have worked diligently to create a commercially sustainable workflow, one that now provides employment for upward of 70 people at our Gilles Plains site. My sincere thanks to my Executive Leadership team who have worked so hard to progress our business.

I would also extend my thanks to the Board for both their support of the organisational strategies we have developed, and for their significant commitment to the business. Their views and considered opinions in assessing our plans has been most valuable to me.

2020 has been a most challenging year. The impact of the events of the year will be with us for many years to come but again, as I sit here, I remain confident that the RSB is moving to a position from where it can navigate these issues and continue to meet its objects and intent in serving the South Australian vision impaired community.

Robert Dempsey
RSB Executive Director

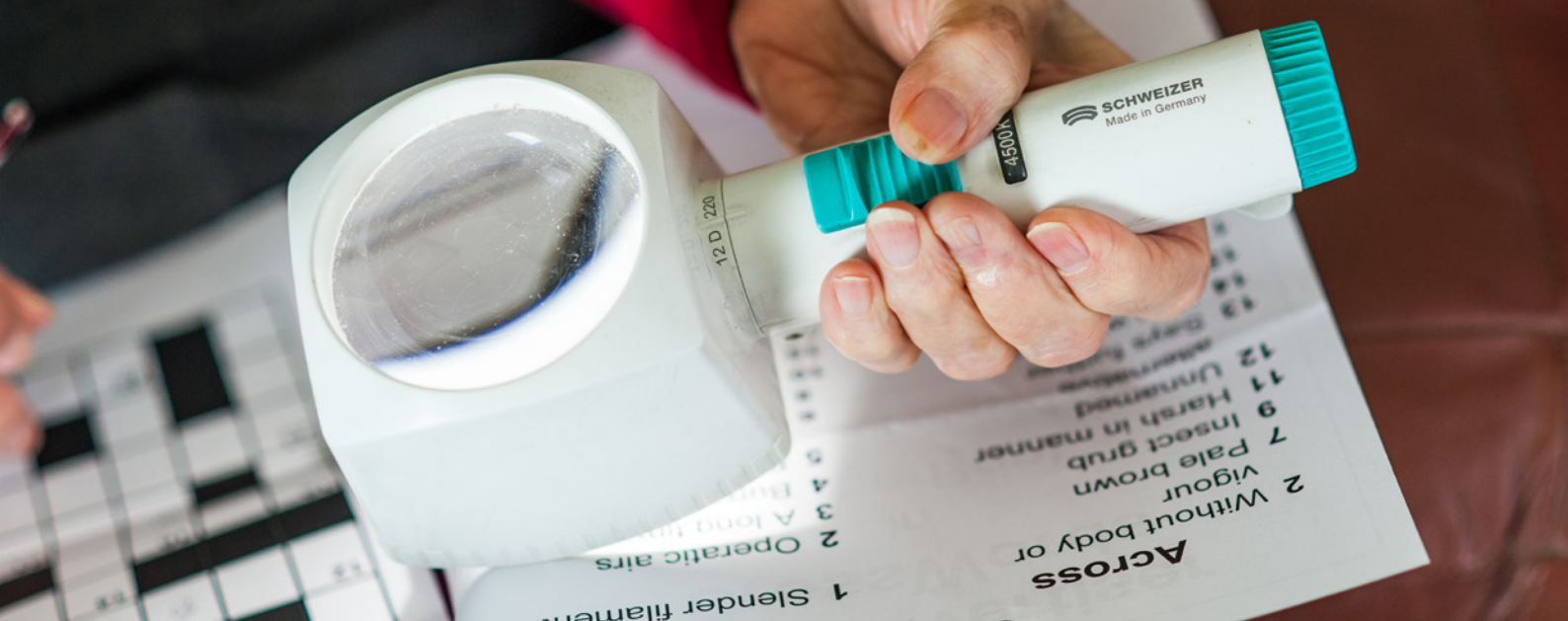
Community Services

As we noted last year, the 2018/19 had presented our team with a number of challenges as we continued to transition from the block funding of services to a model demanding client empowerment and choice. This remained a challenge at hand, offered further learning and opportunity within the layers of complexity to meeting that challenge.

Bush fires that wretchedly dislocated so many communities, a pandemic that fundamentally altered community and individual lifestyles, likely for many years, and the associated impact the latter event has imposed on the capacity to deliver services 'as usual' were all profound issues for the RSB. Collectively they did test our business and our management, and also our team. At the time of writing, I am pleased to acknowledge that the community services team have worked very hard to adapt, and ensure that despite the changes imposed upon us, we continued to have the client's needs and interests remain central to everything we do, and now, how we do things. In all the circumstances, to witness first-hand the commitment our team displayed to the clients was humbling.

Other highlights of the year included:

- RSB has continued to navigate the NDIS structures and work closely with our clients to ensure they can establish and build their plans with relevant services, supports and programs, and ensure that their choices do enhance their quality of life.
- RSB has developed its tele-health capacity and reach enormously, and this platform will enable us to expand our services offerings to continue to support clients in metropolitan, rural and remote regions when our staff are unable to support through face to face services.
- Our volunteers are also due an enormous thank you from all at the RSB Community Services team. They are an invaluable extension of community impact and have proven time after time to be wonderful and tireless advocates for the work of the RSB and the clients they assist. Our volunteers enables RSB to extend our services to people who need added support and a kind familiar person to help access the community.
- The Community Services team continued to expand its focus on health and wellness programs, for young and old alike. The first six months of 2020 have brought mental health to the forefront for much of the community, but it has always been and will remain a key area of service focus for the RSB.



Our Adaptive Technology (AT) services continued to grow as the increasing use and adaptation of technology to assist our clients grows. Whilst the pandemic saw the *International TechFest*® event deferred, it has again been pleasing to see our partners and sponsors in this program stay with us and continue to find ways to ensure communication and education about products remained strong, and easily accessible and available to our clients.

In 2019 the RSB was successful in gaining a CHSP Innovation Grant for a Digital Literacy Training Program for older people with a vision impairment, language barrier (CALD), Aboriginal or Torrens Strait Islander.

The project scope was to deliver a beginner and intermediate group based AT Literacy training on iOS and Android mobile devices, due to COVID-19 this was modified to one on one sessions, with the outcomes from the training:

- Developed the capacity and knowledge to access information about services available in their local community.
- Increased engagement and use of local services to continue to live independently at home.
- Accessed social networks to increase social participation and increased transgenerational engagement with younger family members.

Our Guide and Assistance Dog Service in South Australia continues to serve as a flagship service for the RSB, readily acknowledged and understood by the wider South Australian community and our clients alike. The RSB team, led by Lindy Hennekam, are an enormous asset for the RSB. They have assisted the RSB deliver ground-breaking programs such as our PTSD program for veterans, Operation K9, which we hope will continue to grow both in relevance and reach. Special thanks to our sponsors also who support this program so well.

Marketing and Fundraising

The last financial year was a good one for RSB despite the economic and social impacts of the nationwide bushfires and then the coronavirus.

Income was \$2.7M, a 4.6% reduction from last year and the year featured some genuine highlights:

- Bequest income was up 7%
- The Emergency Appeal that was run to mitigate the loss of community fundraising programs to support the training and health care of the RSB's Guide and Assistance Dogs in training and generated in excess of \$150,000 which revealed once again the depth of support the RSB has amongst the wider community
- Community fundraising not unexpectedly fell from previous years as the community lockdown to combat the virus simply closed off this channel for the RSB, as it did with many other agencies and businesses generally
- Corporate partnership income also retreated slightly, again in a fashion directly related to the business closures and recesses imposed upon the community by the lockdowns – however we did not lose support from our existing partnerships and for that we are most grateful
- Grant income and revenue from Trusts and Foundations was also challenged by the lockdowns as many of these groups quite reasonably elected to allocate funds to the people and community most in distress and pause many of their existing commitments. That acknowledged, the RSB did attract revenue and is most appreciative of the support from this sector.

Marketing also enjoyed a year of strong demand as the RSB continued its integration into the NDIS and Aged Care worlds and adapted its marketing messaging and programs and services to meet the new decision-making empowerment of the clients.

The RSB brand is an established one and continues to carry gravitas in the wider community but there is also no doubt that it needs to continue to adapt to reflect the changing market and the needs and best interests of the clients. During the last year this 'brand relevance' was tested with the community lockdowns, and the material shift changed to online, telehealth and virtual service delivery. Whilst the RSB measured up in adapting to this change, it also provided us with some insight into how we may need to continue to evolve and expand our programs and services and what this means for the RSB brand.

Media remained a strong ally of the RSB and we enjoyed regular and positive coverage of our advocacy work and our general care for the community we serve. There is no doubt that the media plays an important role and will continue to do so in assisting us educate the public about our work and continue to present us as relevant agency.





Industrial Services

The Industrial Services unit at RSB worked hard to solidify the gains of last year during the 2019/20 financial year. It won major contracts including a significant contract to produce face screens as the market responded to the need for PPE during the coronavirus pandemic.

That said, the manufacturing sector has been relatively soft and there have been and will remain a number of challenges as we work to ensure the business remains competitive and viable.

The operation of the business unit also continued to adapt to the changing NDIS and DES supported employment obligations, and we remain proud that we have been able to sustain this aspect of our business over a long period of time and directly assist over 70 people in securing work.

We farewelled our long time Operations Manager, Mark Burleigh, during the year and we again extend our thanks to him for his work with us.

We welcome Christophe Esteve as our new Business Development Manager and we have been delighted with the way he immediately got into the business and his role, and we have already seen the benefit of his commitment and energy.



Employment Services

This last 12 months has proven to be another significant year for this service program. RSB Employment Services has become an essential program model for our organisation, offering as it does not only professional and personal development for our clients, but also enhancing their lifestyles, self-confidence and mental health.

The delivery of our program against the DES agreement continues to be a key driver in our work, and we have enjoyed some success in having the NDIS program recognise employment services as a valid support service for NDIS clients, and we hope that this can continue to present itself inside clients' NDIS plans.

It has been pleasing to see the service gathering more traction in the commercial world as more and more people who can make a difference are beginning to understand what we provide, and just how much of a difference they can help us make.

The acquisition in early 2020 of MJP Employment Services and Y.E.S. Employment Services added scope and reach of the RSB in terms of its positioning within the disability employment sector. Over time these two acquisitions will deliver significant benefits to the RSB and the clients our service supports. We welcomed several new team members through the acquisition, and we wish them success in their time with us.

Like all businesses, our service model was impacted by the COVID-19 lockdowns, and the immediate and dramatic impact they had on employment programs across the workforce, and as a result we have had to review and adjust our service to meet the market demand.

In that sense I would like to extend my sincere thanks to the entire Employment Services team for their unreserved commitment to our program and our clients. They really do go above and beyond, and I look forward to the next 12 months with solid expectations about our program continuing to offer value for more and more people from our client community.

Treasurer's Report

Damian Papps



The RSB's consolidated financial statements have been prepared in accordance with relevant Australian Accounting Standards, inclusive of Reduced Disclosure Requirements under AASB1053. Accounting firm, BDO, has audited these statements and a full set of accounts, including an unqualified audit report, will be tabled at the RSB's Annual General Meeting or made available on request.

The 2019/20 Treasurer's Report has been prepared to provide a concise summary of the RSB's consolidated financial results.

Operating Results

The net deficit for the year is **\$3.26M** compared to **\$1.29M** for the previous financial year. The higher net deficit for 2019/20 was due principally to lower dividends and interest received from the investment portfolio, higher salary and related payment expenses of **\$1.40M** and carrying value losses in the value of Foundation Investments of **\$354.5K**. Salaries included costs of staff redundancies, and non budgeted wages costs for new Employment Services staff that commenced February 2020 under the YES program which was acquired during the year and has performed strongly. Provision for a potential Workcover claim was also taken up as RSB is self insured.

Due to the requirements of accounting standards AASB 9 a further write down in the value of RSB's Foundation investments, of **\$293.8K** due to the fall in equity markets from the COVID-19 pandemic was reported under Other Comprehensive income.

Net Assets

The consolidated Net Assets of the RSB at 30 June 2020 are **\$31.38M** compared to **\$34.94M** for the previous financial year.

Operations

During 2019/20 RSB took further steps towards achieving a sustainable business model with the target of ensuring that services provided to our clients are fully funded. This process involved the purchase of a new CRM, an examination of services utilised by clients and the redundancy of a number of staff.

RSB was successful in being added as a provider to the Department of Veterans' Affairs, Psychiatric Assistance Dog Program. RSB will be involved in increasing the supply of assistance dogs to meet growing demand from eligible veterans.

Revenue from the NDIS continues to grow, however is not yet at the level of State block grant funding that ceased during 2018/19. Financial performance improvement will depend on the success of increasing further, the revenue from the NDIS framework.

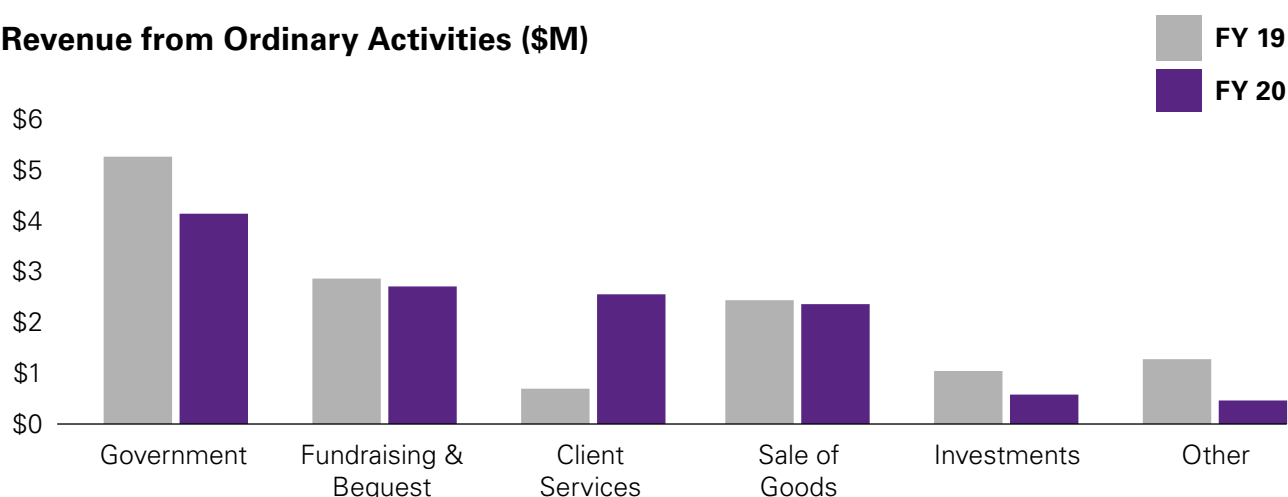
At this time last year it was reported that as part of a review of RSB property holdings, the Angas Street property was sold and the Pirie Street property was under contract as a development site. The emergence of the COVID-19 pandemic impacted on the Pirie Street contract. Extensions were granted to the purchasers to meet contract conditions, with the extension due to expire in December 2020.

RSB's bequest and fundraising program continues to provide significant income to the organisation to help fund services that are not fully funded by Government.

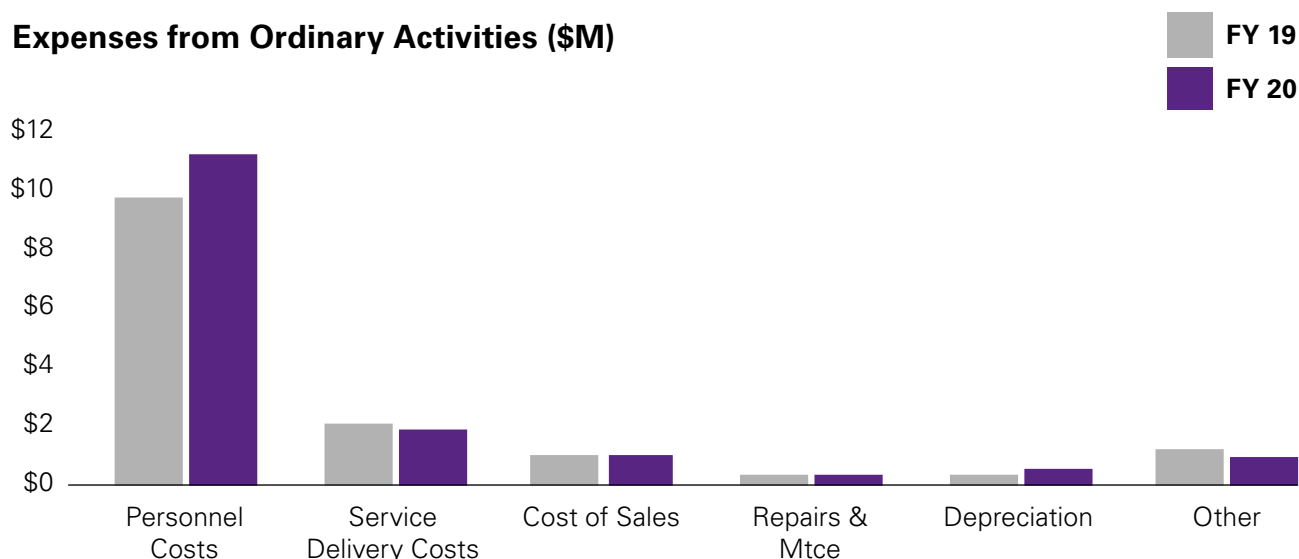
On behalf of the Board, I would particularly like to recognise the importance of benefactors, supporters, staff and government in assisting the RSB to remain a provider of choice for the blind and vision impaired community of South Australia.

Income and Expenditure Summary

Revenue from Ordinary Activities (\$M)



Expenses from Ordinary Activities (\$M)



Special Thanks

The RSB receives generous support from many caring individuals, organisations, Trusts and Foundations.

To all our major donors and supporters, the RSB appreciates your generosity and acknowledges that without your support we could not achieve the level of service and support provided to our clients.

A special thank you is sincerely expressed to the following:

Foundations and Organisations

Adelaide Catholic Parish	Pet Stock
Adelaide Eye & Laser Centre	Port Adelaide & Enfield Council
Adtrans	Rex Airlines
ATF Maxwell Cooper Family Trust	Robern Menz
Boehringer Ingelheim	Royal Canin
CMV Foundation	RSL Sub Branches
Daronmont Technologies	SA Power Networks
Fay Fuller Foundation	Seeley International
Fisher and Paykel	Stephen Terrace Veterinary Hospital
Haigh's	Tea Tree Gully Veterinary Hospital
IDEXX Pathology Services	The Bill and Dorothy Martin Memorial Trust Fund
Jamie Larcombe Centre - Partnerships Hub	The Henry and Patricia Dean Endowment Fund
Kirsten Charitable Trust	The Mt Gambier and Districts Club for the Visually Impaired
Lavelle Diagnostic	Veterans SA
Lions Club of East Torrens	Volunteers SA
Minister, Department of Human Services	Wallis Cinemas
Naval Headquarters SA	Yummy Snack Foods
Noah's Crossing Veterinary Clinic	

Individuals

Mr R Aquilina	Miss B Lines
Messrs I Augstkalns	Mr & Mrs N & R McPherson
Mrs P Boots	Mrs I Medianik
Ms M A Butler	Mr & Mrs N & A Ogier
Mrs M Buxton	Mr & Mrs G & E Palmer
Mrs V Carmen	Mr P V Piller
Mrs J Checkley	Mr W G Roberts
Mr B C Clarke	Mr P Sadler
Mrs J W Dean	Mr B Saint
Mr & Mrs G & M Dimmitt	Mr D Sanders
Mr D Fiegert	Professor P R Scott
Dr A Fordham	Mr F Seeley
Mr D George	Mr R T Sexton
Mrs S H Haese	Mrs J Sharp
Mr R M Hawkes	Mr D Skopal
Mrs B C Hobbs	Mr C Thomas
Mrs J Houston	Miss P H Trott
Mr R Kemp	Mr & Mrs B & V Usher
Mr R Kenrick	Mrs C Van Hattum
Mrs L Kernick	Mr & Mrs P & N Von Czarnecki
Mrs A Krishnan	Mr I Wall
Miss W M Laffer	Mrs L A Ward
Mrs E C Le Messurier	Mrs J Webster
Mr S J Leschke	Ms F Winson
Mr M Liebelt	

We would also like to thank the media for their ongoing support of the RSB.

The RSB also acknowledges the many South Australian service clubs who offered their financial and volunteering support throughout the year.

RSB Gawler and Murray Bridge Fundraising Auxiliaries.

The commitment from the many volunteers who continue to raise funds to support those in their communities who are blind or vision impaired is acknowledged and greatly appreciated by the RSB.

The RSB also thanks our RSB Pupstars Sponsors and venues who host an RSB Coin Unit.

Bequests

Leaving a bequest that will continue to assist people who are blind or vision impaired is a wonderful and often lifesaving gesture that ensures RSB services are available to support generations to come. It is with honour and gratitude that we acknowledge the people who have chosen the RSB as their preferred charity of choice in their Wills.

The RSB honours the following who have generously contributed through their bequest support during the last financial year:

P A Anthony Estate	V Eastwood Estate	D C McCracken Trust
W Bartley Estate	E R Elvin Estate	JP McLaren Trust
F Bellman Estate	G Finlay Estate	B & E Meirs Trust
Roma Bottrill Estate	J B Forst Estate	C E Morris Estate
R Brammer Estate	J Gleeson Estate	D M Pratt Estate
G N Brique Estate	J Godson Estate	O & S Raymond Trust
G A Carter Trust	M A Grahm Estate	A Roman Estate
L Clarke Trust	D Gunn Estate	J A Rover Estate
F M Colmer Trust	K M Horn Estate	A H Schlank Trust
J Colville Estate	R H Jeanes Estate	P Shaw Estate
B W Cooper Estate	S G Lane Trust	M R Sickerdick Estate
D B Cormack Estate	E Lawrie Estate	D Simon Estate
J L S Davis Estate	J R Martin Estate	J C Sobey Estate
J Duffy Estate	M P Martin Estate	D M Steer Trust
F M Durie Estate	M P Martin Trust	D H Stopps Estate

If you would like to leave a bequest to the RSB, please contact the RSB Donor Liaison Officer on 1300 944 306 for a confidential discussion, or visit rsb.org.au.

Your bequest will assist the RSB to continue delivering its long-standing service of more than 130 years, into the future.

In Memoriam

The RSB acknowledges the gift of support and community spirit by celebrating the lives of the following:

Mrs Grazia Belperio
Mrs Sylvia Clarke
Ms Elizabeth Coombs
Mr Rocco Delfino
Mrs Sophia Fischer
Mrs Moyna Giles
Mrs Clarice Landers
Mrs Joan McRae
Mrs Antonio Monaco
Mrs Felicity Pople
Mrs Muriel Scarfe
Mrs Meryl Sergi
Mr Ivan Stiffle
Mrs Helen Strassnick
Mrs Yvonne Schofield

If you would like further information about In Memoriam donations, please contact the RSB Donor Liaison Officer on 1300 944 306 or visit rsb.org.au

In Memoriam envelopes are available on request.



Corporate Governance

The Board of Management is pleased to present the 2019/20 Annual Report for The Royal Society for the Blind Inc of SA (RSB).

The Royal Society for the Blind is Incorporated under an Act of the South Australian Parliament - Royal Society for the Blind Act 1934 & 1974. The Board is responsible for the corporate governance of RSB and accountable to the subscribers of the organisation. The performance of the Board significantly influences the ongoing viability and strength of the RSB. Board Members understand the responsibilities of the office and all who agree to serve have made a commitment to fulfilling those responsibilities. The Board:

- guides and monitors the business and affairs of RSB
- is responsible for setting its strategic direction
- approves the annual budget, monitors financial performance and liaises with RSB's Auditors
- undertakes customer feedback initiatives to determine the level of effectiveness and satisfaction of its services according to its customers
- establishes and monitors the achievement of corporate goals
- ensures the integrity of risk management, legal compliance and quality assurance systems
- reports to subscribers, stakeholders and regulatory authorities and
- is also responsible for the appointment, remuneration and succession planning of senior executives.

Each Board Member is bound by RSB's Governance Charter, which outlines the expectations and corporate behaviours of all members of the Board.

The RSB Board has established the following sub-committees to assist it in the governance of the service and meet legislative requirements:

- Client Advisory Committee
- Finance and Audit Committee
- Investment Sub Committee
- Governance and Nominations Committee
- Operation K9 Advisory Board
- Property Committee
- Task Group for Sustainable Client Services and the Financial Viability Taskforce – time limited working committees established during 2019/20.

The Board approves, and reviews annually, the Terms of Reference, membership and chair of each subcommittee with minutes of subcommittee meetings distributed to Board members along with recommendations for consideration to the full Board of Management.

As per the Society's Rules, the Board has held its meetings (minimum of 10 meetings per year) as well as extra ordinary meeting plus strategy planning sessions. For each Board meeting, the first figure indicates the number of meetings the Board member attended, and the second figure indicates the number of meetings the Board member was eligible to attend.

Board member	Board meetings
Kate Berry	11 of 12
Celia Chen	10 of 12
Barry Clarke	10 of 12
Ian Campbell	12 of 12
Robert Dempsey	12 of 12
Jane Ford ¹	7 of 7
Brad Gay	10 of 12
Pieter Haverhoek	11 of 12
Allana Hinks ²	2 of 2
Kate McKeough	11 of 12
Damian Papps	10 of 12
Grant Raymond	11 of 12
Michael Zannis	12 of 12

¹ elected at 2019 AGM

² resigned August 2019

Board of Directors



Back Row, left to right; Pieter Haverhoek (Vice President), Bradley Gay, Barry Clarke (Vice President), Dr Grant Raymond (President), Ian Campbell, Michael Zannis (Employee Representative), Robert Dempsey (Executive Director), Damian Papps

Front row, left to right; Kate Berry, Kate McKeough (Secretary), Dr Jane Ford, Associate Professor Celia Chen

RSB Patron His Excellency, the Honorable Hieu Van Le, AC,
Governor of South Australia

Our Vision

To be the provider of choice for client directed services to people who are blind or vision impaired.

Our Mission

To deliver sustainable quality services that meet the needs of clients.

Our Values

Clients

- Are respected and valued members of the community.
- Have the same rights as all Australians.
- Through our services are enabled to improve the quality of their lives.

Staff and Volunteers

- Are critical to the success of the RSB and their contributions are recognised and acknowledged.
- Are encouraged to develop their knowledge and skills for the benefit of our clients.
- Work in an appropriately resourced and safe working environment.

Partners

The RSB values collaboration to improve outcomes for clients.



For more information about
the Royal Society for the Blind

call 1300 944 306
email enquiry@rsb.org.au
or visit www.rsb.org.au

