

# annual



SOUTH BURNETT CTC INC



2011 - 2012



*Working for our community*



# report



# welcome



Welcome to our 2011-12 Annual Report which has been designed to provide detailed information about our organisation, our progress and achievements during the year.

It is with great pride we present this report to our community and key stakeholders.

## our year in review

It's been an exciting year. Among our many achievements, we have:

- » Assisted young people to make positive choices and move forward with their lives.
- » Facilitated over 10 camps and 30 day activities specifically targeted at particular groups of young people.
- » Achieved safer communities promoting our message 'Zero Tolerance against Domestic Violence'.
- » Provided support to vulnerable individuals and families.
- » Assisted over 3000 jobseekers across the areas in which we operate.
- » Become a panel member for the Indigenous Employment Program 2012-2015.
- » Enhanced our recruitment strategy for attracting new foster carers.
- » Increased our caseload to over 120 children currently in foster or kinship care across the region.
- » Continued to provide 24 hour care and intensive support seven days a week to 12 children or young people living in our Residential Homes.
- » Provided 37,500 hours of support to 87 people with a disability across the region.
- » Refurbished Gumnut Place.
- » Purchased Nanango Childcare Centre.
- » Established a Pre-Prep Program in Nanango.
- » Continued to operate the Heritage Nanango Community Hub.

## CTC unlocks opportunities through the provision of programs and services that enrich lives and encourage community participation.

South Burnett CTC Inc (CTC) has been making a positive difference in the lives of many for the last 29 years. CTC believes that everyone, no matter their circumstances, should have the support they need to fulfil their potential, achieve and aspire. CTC is made up of a number of core services, including:

- Employment Services
- Youth & Community Services
- Foster & Residential Care Services
- Disability Services
- Children's Services
- Community Housing Services

### What We Value

#### Commitment to our Community

- ✓ Providing a service that is client focused.
- ✓ Building the capacity of our community to grow and prosper.
- ✓ Assisting the empowerment of others in our community.
- ✓ Collaborating and cooperating with all stakeholders.
- ✓ Treating people with respect and dignity.

#### Commitment to our Staff

- ✓ Employing people who live in and care for our community.
- ✓ Inclusivity in our approach to Management.
- ✓ Encouraging and promoting the health and well-being of our staff.
- ✓ Supporting the professional and personal development of our staff.

#### Commitment to our Organisation

- ✓ Fostering an organisation that is democratic, professional and egalitarian.
- ✓ Managing our business with honesty and transparency.

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### Target Audience

Our report is a document of accountability and transparency to inform our community, clients, staff and key stakeholders, in particular Federal and State Government, funding bodies and industry organisations of our progress in achieving our goals.

### Feedback

CTC values all feedback and is committed to open and accountable governance. We welcome your comments and suggestions which can be submitted on the form included at the back of this report or alternatively by emailing [info@sbctc.com.au](mailto:info@sbctc.com.au)

# who we are



CTC was built by members of our community from a genuine desire to help people.

Although we have grown and diversified our operations, we haven't lost sight of who we are and what we are here for – it's all about our clients and our community.

## What Makes CTC Different?

"Things are done from the heart" - Jodie McIntosh, CTC Employee. CTC is a team committed to achieving the best possible outcomes for our clients despite the hurdles.

By working together and across our services we are able to weave a vast array of resources, assistance and supports that are responsive to the aspirations of our clients, helping them to lead more fulfilling self-directed lives one step at a time.

Through listening, understanding and caring we are contributing to building stronger, sustainable and inclusive communities across the areas in which we operate.

Our staff live in the communities in which they work, they are passionate about delivering services that meet the needs of their community, making it a better place to live, not only for themselves, their children and their families, but for everyone. This pride and devotion to helping someone else's family with no regard for profits or status is what makes CTC different.

## Our Vision

In CTC's geographic area of operation all residents, regardless of gender, age, background, culture, health or ability have access to the services and supports they require to participate and feel valued in the economic, social and cultural life of the community to the full extent of their capacity and desires.

## Our Mission

Proactively and reactively, alone or in collaboration with appropriate others:

- » Establish and deliver services in accordance with our vision.
- » Identify gaps, and the means of addressing such gaps, in the access to and quantity and quality of services and supports in our area of operation (e.g. South Burnett or regions designated by funding bodies).
- » Lobby for and/or encourage appropriate government, non-government organisation or corporate service provision.
- » Source funding to provide required services.
- » Engage in appropriate business activities to raise revenue to fund worthwhile community activities and provide a sound base for the organisation's future.
- » Build community capacity to realise our vision.
- » Enter any relevant activities that further our objects in a manner that recognises and respects the rights and responsibilities of all people and the need to address issues on a broad front, while focussing particularly on the needs of disadvantaged and/or marginalised members of our communities.
- » Deliver services and programs that make a genuine difference.



## How it Works

CTC is a leading not-for-profit community organisation that has been working for our community for 29 years.

We are a Public Benevolent Institution and through significant grants and funding from state and federal government, along with the financial support of key local organisations we are able to:

- » Employ a vibrant and professional workforce of over 220 staff.
- » Partner in strong and effective long-term working relationships with government departments, local community organisations, schools, councils and key stakeholders.
- » Deliver the core services detailed in the adjacent organisational structure.
- » Make a difference in the social and economic value of our community.

The way in which we operate is supported by:

- » The Board of Governance which is made up of experienced business executives and key community members who guide the strategic direction of the organisation through strong, accountable and transparent leadership.
- » The CEO and Senior Management team who unify the organisation and instigate leading initiatives that underpin the direction of our strategic plan.
- » Our surrounding community, key stakeholders and funding bodies.

## our organisational structure



# our story



CTC has a long and proud history that has made us what we are today. From our beginnings in 1983 by a small group of volunteers, to those first few paid staff and donations of valuable learning resources from local organisations.

Some of these included a video player and overhead projector, quite exciting and advanced technology for their time.

Our history has shaped the organisation, being the core of our values and continued growth.

## Where it all began...

In 1983 Cherry Carroll and some of her friends were concerned about youth unemployment in the South Burnett. They called for a public meeting, the outcome of which was the establishment of a Youth Unemployment Centre (YUC).

By 1987 the group had obtained various State Government grants and donations to become ever more 'professional' and deliver more programs. A change of guard occurred at committee level and the organisation was incorporated as South Burnett CYSS Inc (Community Youth Support Services) which changed premises several times before settling in the Artie Kerr Building in Kingaroy Street in 1989.

In the same year we reincorporated under the registered name of South Burnett CTC Inc. and commenced delivering the SkillShare service for the next seven years.

SkillShare grew to have a metal and wood workshop in Pound Street, a Computer Room in Alford Street and about 500 participants in various courses in any year plus a multitude of programs from State and Federal Government. We delivered lots of projects to community organisations, from aged care centres to building toilets in public parks. The crowning glory of these was the Town Common Hall (TCH) in Kingaroy which was constructed under a JobSkills project with funding from our reserves, the Department of Sport and Recreation, Jupiter's Casino Community Benefit Fund, Kingaroy Junior Soccer, Kingaroy Lions, SB Vintage Car Club and Kingaroy Shire Council. CTC used its kitchen and bar for training and managed the hall for other users.

In 1996 the Federal Government abolished SkillShare and we became a Job Network member and Personal Support Program (PSP) provider for the South Burnett and Community Work Coordinator (CWC) for Work for the Dole for the South Burnett and Gympie area. We didn't want to move outside of our traditional 'home' area but had no choice if we wanted to be a Work for the Dole provider. We co-located our office with Gympie Landcare for several years before establishing a separate office in Mary Street.

The only backward step in our continual growth had to be taken in 2000 when despite very good performance we lost Intensive Assistance from our suite of programs in a new tender process. As it turned out this was probably a blessing in disguise as it freed us up to focus on non-employment related needs in the community. We continued recruitment services through Job Matching and later as a Job Placement Organisation.

From the mid 1990s we were involved in the establishment of the South Burnett Enterprise Centre and in 1998 CTC started to manage that Centre on behalf of the Kingaroy Regional Enterprise Centre Association Inc and located our manager and accounts office within its administration building.

Through the rapid expansion of training and recruitment services for long term unemployed people, young people's needs remained as a major focus. Here too the number of programs expanded, particularly when we were asked to take on the auspice of the South Burnett Area Youth Service (SBAYS) and with it the crisis accommodation hostel in Kingaroy Street in 2001. (A new and custom built hostel was opened in 2008).

Around the same time Kingaroy Shire Council was looking to establish a skate bowl. The Peanut Company of Australia made a parcel of land on Somerset Street available to Council and CTC purchased some demountable classrooms and established them on that site. In lots of community working bees, with Work for the



Dole and Community Jobs Plan projects we transformed these buildings and the site into what is now the Youth Park.

Tarong Energy, Rio Tinto and others made generous donations which together with our own resources allowed us to create a facility that is envied by many other towns. In 2004 the Murgon Connections Youth and Family Service came under our auspice. Increasingly we worked with the Indigenous communities in Cherbourg and elsewhere from this base. While the Youth Park itself is open to everyone, the vast majority of our services are aimed at young people who face multiple and varied barriers to education, employment and full participation in the community.

During 2002/03 a group of parents of children with disabilities requested CTC's assistance in establishing a respite service. Community Respite Options South Burnett (CROSB) was born and with it came a respite house in Gladys Street. Again we used various projects to transform an ordinary house into a great facility for people with a disability of all ages and their carers.

During 2005 we started as a provider of long term Community Housing. In 2007 we commenced leasing 6 flats in Nanango from the Department of Housing for long term housing. In 2010 construction of a wheelchair accessible duplex was completed in Kingaroy on land donated by Council and funded by a capital grant from the Department of Housing. At the same time we built another duplex in cooperation with the family of a CROSB client, "Simmo's Place". We acknowledge the generosity of the Simmons family who has made long term commitments to help us provide accommodation and services to people with disabilities.

In 2006 we became a provider of Foster Care Services called Partners in Foster Care based in Wondai. We increased our presence in Gympie through Job Network and a collaboration with Cooloola Youth Services for a JPET youth program. Through "Local Community Partnerships", a federally funded career and transitions program

for school students we provided services in Monto, Gayndah and Gin Gin as well as Murgon and Nanango. In 2010 LCP was replaced by Youth Connections (YC), still in the North and South Burnett.

During 2006 we were able to purchase some demountable classrooms from St Mary's which were refurbished for the Partners site in Wondai and for the new HQ at the Enterprise Centre.

In 2007 we bought and refurbished the former Christmas Shop in Lamb Street, Murgon with a major contribution from the Regional Partnerships Program. Our Reconnect youth service for young people at risk of homelessness and an ever increasing number of other programs focused on the needs of indigenous people in the area, are now accommodated in this Murgon Cherbourg Community Services Centre which was formally opened by Senator John Hogg in February 2008.

The Gumnut Place, an Australian Disability Enterprise joined the CTC auspice in December 2007. Massive steps have been taken in turning it into a thriving, supportive and sustainable business where people with disabilities have a real stake in the economy and community of the South Burnett. The Gumnut Place operates a pallet making workshop, a trophy and engraving section, a commercial kitchen and catering service and since 2010 a laundry service. The latter was established with financial support from Tarong Energy and Thiess. Without the loyalty of our main customers Murgon Leather, IGA and Thiess we could not provide meaningful employment and development opportunities to our 20 supported employees and we are grateful for their ongoing custom as we continue to struggle to achieve "break even" point.

With the Queensland Government's Alcohol Management Plan (AMP) for the Cherbourg community came a raft of Diversionary programs in 2009. Just before they commenced we established a partnership with the Queensland Police Service to operate Barambah Community Support to assist

incarcerated people in the Murgon watchhouse or at risk of this. Wondidee counselling service for children and families affected by domestic violence and the Safe Haven program also started around this time. These programs required some additions to our Connections premises and the rental of more space at 76 Lamb Street.

Our Residential Services began in 2009 with FIAR (Fostering Independence and Resilience) House; a residence for four young people who for various reasons did not fit into the foster system. From this our Residential Services grew, building on CTC's strong partnership with Child Safety and in 2011 and 2012 supported other youth people through Temporary Placement models. In 2010, FIAR became a licensed service.

One of the most dramatic growth phases for CTC occurred in mid 2009 when we were successful in obtaining a very large share of the Job Services Australia (JSA) program- the latest incarnation of Commonwealth Employment Services - in the Gympie and South Burnett area. With the addition of a raft of Queensland government funded work experience and job search services we had an explosion in our staff and accommodation requirements. New sites were established in Kingaroy, Murgon, Gympie and Tin Can Bay and more support staff commenced at HQ. After 21 years we said good bye to the Artie Kerr Building!

In 2009 we became an out of school hours childcare service in Nanango, supported by the Department of Communities through provision and refurbishment of the former preschool. This site is being further developed into a family services hub (thanks to a grant from Heritage Nanango Community Funding Ltd) and is now known as 'Community Kids'.

In late 2011 we expanded our Children's Services in Nanango through the purchase of the Nanango Childcare Centre.



I would like to propose a vote of thanks to all of those who made the work of CTC possible, your generous contributions and hard work are greatly appreciated.

## chairperson's message

I am pleased to present the annual report for South Burnett CTC Inc (CTC) for 2011-12.

CTC has maintained another year of quality targeted services under often very difficult circumstances. Overall the organisation has again improved its financial strength thanks to the discipline and dedication of Nina and her Management Team.

The Board of Governance has several projects presented to them by Management currently under investigation. These concepts have been designed to expand and enhance our core services, further cementing a secure long term future for the organisation.

We always keep in mind our philosophy to support the most disadvantaged individuals in our community, either directly or indirectly, and this is always paramount in our decision making processes.

Our organisation recently reviewed our Strategic Plan and the Board appreciates the valuable input from the Managers and their teams. The final plan received the Board's endorsement at the August Board meeting and will help steer CTC through the turbulent times resulting from Government austerity and efficiency measures.

Our position as a Public Benevolent Institution (PBI) and Deductible Gift Recipient (DGR) is important to the level of service we can offer and the quality of staff we can employ. The Commonwealth Government has established the Australian Charity and Not for Profit Commission (ACNC) to administer the registration and administration of charities in Australia. Nina and the Board are closely monitoring developments. We anticipate there will be more clearly defined and regulated Governance responsibilities for Directors and a change to annual reporting requirements.

Nina and her team have always maintained close and strategic liaison with decision-makers and a keen understanding of the needs of our clients, existing and emerging. This is to our distinct advantage and CTC staff deserve our gratitude in being able to maintain this momentum. Achieving our desired levels of targeted support to those in our community who are in the greatest need is always a challenge.

With provision of services spanning across areas of the Wide Bay Burnett and a physical presence in Kingaroy, Wondai, Murgon, Nanango, Gympie and Tin Can Bay, CTC is strategically positioned to continue to be a significant provider of much needed targeted social and community service delivery across the region.

We recognise the support of all levels of Government, Local, State and Federal through their agencies and representatives, and to Stanwell, Thiess, Heritage Nanango Community Branch, and other willing supporters, financial and otherwise, in assisting us to reach acceptable and sustainable levels of service across all programs we are involved in.

The support we have been privileged to receive from Thiess during their time at Tarong has been very much appreciated by those in the community who have benefited from it. We look forward to working closely with Downer EDI in partnering with them in their social responsibility strategies to continue being able to provide such benefits to those in need.

The Board extends their sincere gratitude to Nina, her team of Managers, staff and volunteers, for their dedication and support to keep CTC a strong, effective and dedicated community focused "not for profit" organisation.

CTC's Board of Governance meets on the first Wednesday of every month with Sub Committee meetings on an 'as needs' basis during the month. Board members receive no remuneration and provide their valuable services on a voluntary basis. I sincerely express my gratitude to members of the Board for their professionalism and support over the past year.

Howard Leisemann  
Chairperson

# why ctc?



## Youth Support Coordinator

"It's a fun place to work. I love working in a number of schools, helping young people explore their options for the future"

- Lloyd Back

## Employment Coordinator

"We have the opportunity to assist each client to enhance their lives"

- Cameron Donohue

## Disability Support Officer

"I love having the opportunity to be a part of our clients lives and lending a helping hand to build their confidence and self-esteem"

## Administration Officer

"I enjoy working for CTC as I get to work with the community. I love my role as an Administration Officer at Youth Connections as I enjoy interacting with the kids from Murgon and Cherbourg. I love being around them and getting to know them all. I get to nurse babies all the time - I just love my job"

- Vanessa Slack

## HR Support Officer

"As an employee of CTC you feel its passion and commitment to the community and its staff. The focus is on the person and you feel like things are done from the heart. You feel like part of a big family"

- Jodie McIntosh

## Employment Services Manager

"CTC has passionate staff; they are actually living and breathing our vision and mission"

- Barb O'Hanlon

## Senior Resident

"Working with the youth and community has provided me with a challenge which makes coming to work each day different and enjoyable. CTC has opened doors and given me a career which I thoroughly enjoy. I look forward to seeing where it can take me in the years to come"

- Shaun Bliesner

## Children's Services Coordinator

"My role gives me the opportunity, together with other childcare professionals, to create an environment where parents can safely and confidently leave their children and where children can play, learn and grow"

- Penny Taylor

## A message from our Trainees

### Community Services Trainee

Working in the Youth Services team has been an amazing learning experience for me. Before I started my traineeship I wasn't very confident and had limited skills/experience. Since arriving at CTC I have become more confident and developed not only general workplace skills but everyday life skills too.



CTC has helped me to obtain my license; a major milestone indeed. I've improved my communication and IT skills and feel I can now interact with people better. I am almost half way through my studies and enjoy learning something new every day. Working with everyone has been amazing; they are all very helpful and always encourage me to do my best. I am so proud to be a part of the CTC family.

It's a great privilege to work with our clients and see them change from when they first come in. I don't really have a favourite memory since I have been working with CTC because, to me, every day is a good memory and a good learning experience.

- Renata Jones-White

### Community Services Trainee

"I couldn't have had a better transition from Year 12 to the workforce in my role as a full time Trainee with Youth Services. Without a boring day yet, CTC has provided me with the opportunity to learn new skills, knowledge and experience that will forever prove its worth.



To be employed in an area that I am so passionate about has proven to be a great experience. I have been granted the tools I need to influence positive change in my community. I am grateful to be surrounded by numerous like-minded people who offer so much support and encouragement".

- Johnny Magro



CTC is like a quilt:  
hand crafted,  
individualised  
and beautiful yet  
practical, effective  
and efficient and  
created by a  
team of people  
with diverse  
backgrounds and  
skills.

## ceo's report

It has become a bit of a tradition that I find an analogy for CTC's development and activities for the year we are reporting on. I've compared CTC to fast breeding rabbits and far reaching, flexible octopuses but now I've run out of "nice" creatures to use. Centipedes (all legs need to work in synchronisation) and cane toads (continue to spread despite all obstacles) don't exactly conjure up a sympathetic image of what we do!

Then yet another parcel of blankets turned up in my office as a donation to our children in residential or foster care. These patchwork pieces of art are knitted by a diverse group of people who on the surface may have little in common, but who each are driven by a desire to do something constructive and beautiful to help others. Some have never met each other, others share a workspace. Each patch is different – some pretty simple "knit and purl" others in highly complex patterns, in all sorts of colours held together with strong yarn. Some knitters obviously use the same pattern, others do something different each time and whoever puts them together also creates variety, but the underlying theme is the same: lots of people, working as a team with skill and commitment to the finished product creating something that can have an effect well beyond its superficially "simple" utilitarian purpose.

The blanket does so much more than provide warmth – it is also a sign that someone cares, something that stays with a child through many changes in circumstances and something that brings some colour and beauty into what can be a very dark and frightening environment. So that's my analogy for 2011/12 – CTC is like a quilt: hand crafted, individualised and beautiful yet practical, effective and efficient and created by a team of people with diverse backgrounds and skills.

CTC's year once again has certainly been a patchwork of highs and lows, of routine and excitement, success and failures and even sorrow and joy. We have lost colleagues to accidents and illnesses and miss them very much. We've also had a baby boom and plenty of opportunity to coo over the latest additions to staff families. Staff turnover has been quite high (due to large numbers of casual Support Workers) and while some colleagues have moved on for a variety of positive reasons others have joined us with fresh ideas and skill sets.

It is a source of pride that any parting of the ways has been done in mutual agreement – what we do is not for everyone and sometimes it takes a while for both parties to realize that they are not a good match. It is one of the major achievements of the last few years that our HR section is able to handle the delicate processes around managing 220 or so staff so skillfully and without ever forgetting that we are dealing with people's lives. Janet Champney in particular really deserves recognition for her part in maintaining CTC's culture of looking after staff as well as we look after clients. That's why we are still an employer of choice with regular expressions of interest from staff of other agencies.

Our expanded payroll and finance section had to establish a new payroll program and deal with ever more complex accountability requirements. We operate under several awards and each program or project seems to have a different set of accountability measures. It is a huge task to keep track of every fuel docket and petty cash voucher, never mind allocating every cent to the right one of up to 40 programs and reporting on it all monthly, quarterly and yearly and in accordance with a number of different formats (for some reason "standard" formats are definitely not standard across all government departments). Esther Ross and her team do a terrific job in underpinning everything we do – yet again I can report that we have not only achieved a positive balance sheet but also met deadlines and passed audits without any significant issues.

The "craziest" section as far as busy-ness and pressure are concerned arguably was Employment Services. How Barbara O'Hanlon managed to stay on top of the huge demands of not only running the best-rating Jobs Services Australia (JSA) service in our area but also a huge number of work experience programs at the same time is simply explained: sheer hard work and enormous skill. Well beyond any expectations but supported by a great team Barb has given her all and then some – and been rewarded by a rollover for another 3 years of our contract and fabulous outcomes for our job seekers, communities and funding bodies.

Our positive financial results and thus our ability to fund other internal and external worthwhile activities are largely due to JSA as a fee-for-service program. In these incredibly uncertain times it is vitally important to our ability to continue to serve our clients that we create a “nest egg” to weather the funding cuts we expect at least for a short time. Since grant funded programs by their very nature cannot generate any surplus, we appreciate that Employment Services by effective and efficient service delivery have achieved such good results.

Kirsten Firman in Youth and Community Services also had a tiger by the tail for much of the year. Most of her challenges came from the sheer number and diversity of sites and programs under her direct influence and the many significant changes to contracts, performance indicators and service delivery models. She also contributed greatly to additional Residential Services where we looked after large groups of siblings on temporary placements for the Department of Child Safety.

Often such placements are made due to acute crises in the lives of the children resulting in behaviours that are too hard for foster carers to handle. Hugely to the credit of the CTCers in that section we’ve risen to the occasions and achieved excellent outcomes, e.g. regular attendance at school and even reunification with family.

Our Murgon/Cherbourg Services by comparison followed a more established pattern, which is not to say that they were any less challenging. Two steps forward and one back as always when dealing with clients with complex needs. We have wonderful staff who are making a real difference in their community in their professional capacity but just as much as role models and mentors. It is a huge pity that many if not most of the programs in that area are under a big threat from funding cuts and we can’t be confident that we can keep some of our Indigenous colleagues employed after December 2012.

Many years of very hard won progress are likely to be unravelled and goodness knows how we can patch up the damage caused to so many people with so many issues without funding assistance. Kirsten and her team truly deserve medals.

In Foster Care Susan Jerome looked after 120 placements while being officially registered for 90 and when the contract and funding were finally amended to catch up to the “actual”, numbers immediately increased to 128! Demand for placements far outweighs availability – and even if we could find more carers the funding is just not available.

It is heart breaking for all our Support Workers, but eventually we just have to say no to the department when it demands that we find placements at just too high a risk to our carers, staff and the organisation as a whole. The tendency from government to continually ask us for “more for less” and leave us to carry the can when things go wrong is worrying, but these days par for the course. Susan copes through willingly working many extra hours at all times of the day and night because she cares.

If we thought that once the Christmas rush was over we could rest a little we were all wrong! The purchase of the Nanango Childcare Centre in addition to the re-structure of Community Kids proved to be far more complex, complicated and convoluted than anyone expected and took 3 months longer than planned, not to mention much more money.

However, towards the end of the financial year we finally had a teacher and a coordinator and all the facilities, policies and procedures lined up so we are now looking forward to making rapid progress towards filling all the places and while providing high quality care making enough of a surplus to fund the Community Hub – one of the big goals we set ourselves in the review of our strategic plan.

Disability Services too went through major upheavals both in CROSB and at Gumnut, due in part to rapid turnover of coordinators and managers. There too we are finally picking up “dropped stitches” to stay with the knitting metaphor. We now have a highly skilled and totally focused new Manager in Anne Wendt who has been and still is busily reviewing quality systems and business plans to achieve even better outcomes for our clients. It is a great credit to the staff that despite all the changes and challenges both services sailed through their audits with flying colours and client satisfaction remains very high.

While I must recognise the continuing extraordinary commitment, hard work and skills of our Senior Managers, they would all agree that without their Team Leaders and members they could not achieve anything. We truly have a fantastic workforce who do put their clients’ needs above their own, often extending that attitude well into their private lives.

Seeing our staff turn up voluntarily at so many community functions (even on Christmas Day) and sometimes literally saving lives on a road side, contributes enormously to CTC’s standing in the community, with other agencies and funding bodies.

Last but not least I would like to acknowledge and thank the Board of Governance for providing the strong yarn that holds all the patches together. Despite having said it in all previous reports in needs saying again: without the consistently skilled and wise governance the Board provides we’d be nowhere!

Next year we celebrate 30 years of “working for our community”. It promises to be a year of massive challenges and is likely to be one of contraction in numbers of programs and staff, but we will do our best to bring projects that are in the pipeline to fruition and to seize any opportunities that arise to further our vision and mission.

Nina Temperton  
Chief Executive Officer

# board of governance

The operation, growth and diversification of CTC is guided by the strategic direction of our Board of Governance, historically known as the LMC (Local Management Committee).

Our Board comprises 11 members who form a group of highly successful professionals and business leaders.

The Board comprises the Chairperson Howard Leisemann, Secretary and CEO Nina Temperton, Treasurer Max Lehmann and eight dedicated board members who have been active members of our communities for many years.

Through volunteering their time, our board has continued to provide strong, accountable and transparent leadership, with the 2011/12 year being another one of success and growth for CTC.

Elected every year by our association's members, many have served on CTC's Board of Governance for more than a decade.

Their continued dedication and commitment has made a significant contribution to our organisation and resulted in many positive outcomes for our communities.

## Howard Leisemann Chairperson

Howard has served as CTC Chairperson for nearly 20 years and has been a member since 1987. He is the financial controller of Kewpie Group, Kingaroy and has an advisory role on the Board of Directors with an emphasis on finance and HR matters.

He has served as Director and Company Secretary from 1998 to 2010 for the Hyfarm Group, an international private company based in Toowoomba with operations in Australia, South East Asia, New Guinea, and New Zealand.

He has extensive community organisation experience having served on school P & C Committees, Kingaroy Tourism and Development Board, Kingaroy and South Burnett Junior Soccer, Kingaroy Neighbourhood Watch, the Kingaroy Bluelight Committee, and currently with South Burnett Bushwalkers Inc. Howard is a past president of the Kingaroy Rotary Club and was awarded their highest award for service, a Paul Harris Fellow. Howard has previously been awarded Kingaroy Citizen of the Year.



## Nina Temperton Board Secretary & CEO

Nina was born in Germany, moved to England upon marriage, completed a BEd (Hons) at Nottingham University and taught High School before becoming a mother, assisting in the family's agricultural contracting business and working as a Head of Centre in Adult Education.

In 1983 the family moved to Kingaroy and until 1992 Nina helped her husband with the administration of Duboisia plantations, supply teaching whilst learning the ropes as a restaurant/motel manager.

She joined CTC in 1992 as Manager and has overseen the growth and diversification of CTC. She was appointed Board Secretary in 2007.

Nina is passionate about the South Burnett and was or is active in P & C, School and TAFE Councils, Service Clubs, the Private Hospital & Aged Care Centre, SB Enterprise Centre, Tarong Coal Community Development Fund, Tarong Energy Community Partnership Fund, SB Wine Industry Assoc, SB Events and KCCL.

## Maxwell Lehmann Treasurer

Max spent the majority of his working life with the National Australia Bank and was Kingaroy Branch Manager for 10 years. He has been a member of the board since 2001. Upon his retirement from the bank in 1997 he was elected as a Councillor on the Kingaroy Shire Council and served until 2000 when he became Deputy Mayor until 2008.

Max is an active member of many community organisations including the Kingaroy Lions Club and can be seen at most community events, cooking a mean sausage sizzle or serving a cold beer.

Max and his wife Lyn also operate a successful B & B in Kingaroy and he enjoys sharing his experience and skills wherever they are needed in the community.



### Michael Carroll Board Member

Michael is a tax agent for JA Carroll and Son and operates a beef cattle enterprise in the Kingaroy district.

Michael has been a member since 1987 and continues to be involved in a number of local beef cattle organisations. He is an active member of St Vincent de Paul Society.

### John Box Board Member

John joined CTC in 2007 and has extensive management experience in the electricity distribution industry. John is passionate about the need for community members to be active participants in supporting the community in which they live.

He gained this passion as a member of the Kingaroy Apex Club and was awarded Life Membership at the time of his compulsory retirement. John is currently the President of the Local Ambulance Committee, a JP (Qual) and an active member of multiple South Burnett community service groups, boards and committees.

### Michael Hammond Board Member

Michael is employed by Thiess at The Tarong Coal Project – Meandu Mine. Michael became a board member in 2010 and has worked in the mining industry for over 20 years in various disciplines including operational roles, Health and Safety, Training and Human Resources.

Michael has resided in the Darling Downs and South Burnett district for the past six years and is passionate about improving the quality of life and support available for socially and economically disadvantaged people in our community.

### Geoff Hosking Board Member

Geoff is a retired TAFE Director who has in the past operated his own electrical business. Geoff has been the Youth Director at the Rotary Club of Kingaroy and was recognised as a Paul Harris Fellow.

Geoff became involved with CTC in 1989. His primary interest at that time was to initiate a co-operative relationship between the TAFE and CTC. "It was a very warm relationship".

He is a volunteer on the Kingaroy Airport User Group, a keen pilot and is secretary of the Kingaroy Historical Motorcycle Club.

### Cr Keith Campbell Board Member

Cr Campbell has more than 30 years of executive management experience in agri-business and was a councillor with the former Kingaroy Shire Council for nine years.

In March 2008, Keith was elected the Divisional 4 Councillor and Deputy Mayor for the newly amalgamated South Burnett Regional Council.

Keith became a member in 1987. He is involved with groups including Meals on Wheels, the St John's Lutheran Primary School and the Kingaroy Chamber of Commerce.

### Marie Shaw Board Member

Marie is the latest member to join the Board. She is a local business woman with years of local experience and knowledge from her time as Councillor on the Kingaroy Shire Council.

Marie is dedicated to the welfare of the community.

### Eric Cross Board Member

For much of his life, Eric has successfully operated a cattle and table grape farming enterprise in the Inverlaw district near Kingaroy. He has also served as a Board member of the Queensland Grain Growers' Association and the Navy Bean Marketing Board.

Eric became a member in 1994 and has experience in the manufacturing industry and holds a number of nationally recognised technical qualifications.

Eric is a dedicated family man with a wife and four children and is keen to see social justice and employment outcomes improve across the South Burnett.

### Graham Easterby Board Member

Graham is the State Health and Safety Practitioner Coordinator for Queensland Health. He is a former Federal Agent with the Australian Federal Police and served in various roles throughout the country for nearly 15 years.

After leaving the AFP Graham became the owner-operator of a motel and restaurant before operating a training business specialising in driver training.

He has a Masters Degree in Justice and a long association with community service. He has led a State Emergency Unit and has been an active member of the SES for over 15 years, as well as a First Aid Instructor for the Red Cross and Queensland Ambulance.

Graham first became a member in 2006 and enjoys sharing his knowledge and skills with the board and management of CTC. He is CTC's nominated Workplace Health and Safety Officer (WHSO).

# management team



Our Management Team form the back bone of the organisation.

We applaud their commitment to their teams, our community and the successes of CTC.

Our Management Team form an integral component of our operations. Through clear lines of communication and responsibility the team members work together to achieve the best possible outcomes for our clients, organisation, staff and our community.

The team meets every week to discuss the operations of the organisation and potential opportunities. Through their forward thinking approach and 'can do' attitude CTC's strategic goals are achieved.

We would like to take this opportunity to acknowledge the team's invaluable contribution to the community. Their continued dedication and commitment is the driving force behind our Board and our staff.

**Janet Champney**  
Deputy CEO  
Corporate Services & HR Manager

Working for CTC has shaped Janet's career into what it is today. After completing Year 10 at Kingaroy High she became a receptionist at 4SB and left a year later to work in Brisbane, Sydney, Townsville, Perth and Toowoomba. In 1990, 15 years later, Janet returned to Wooroolin and commenced with CTC, then known as SkillShare, as a Trainer/Admin Officer.

Janet has helped CTC grow from a team of five delivering non-accredited training to the long term unemployed, to a team of over 220 staff delivering a diverse breadth of services.

She is a great leader, mentor and an invaluable asset to CTC's operations.

**Barb O'Hanlon**  
Employment Services Manager

Barb started with CTC almost 14 years ago and has enjoyed having the opportunity to make a difference in our local community through providing a quality employment service.

"I am passionate about the employment sector and the difference it can make to every individual. I enjoy the challenge of keeping up with the industry's many operational, contractual and program changes as well as the opportunity these all create to increase the capacity of Australia's workforce".

CTC's continued success over the past year in this industry has been due to the dedication and commitment of Barb and the Employment Services Team to provide a quality recruitment service for our jobseekers and employers.

**Esther Ross**  
Finance Manager

Esther has over 30 years experience as a Management Accountant and her qualifications include a Bachelor Degree of Science in Business Administration, Accounting.

Esther joined the CTC team in May 2000 and has enjoyed working in a very supportive environment that has allowed her to assimilate the Australian Business methods and prosper in her role as Finance Manager.

She enjoys the challenge of overseeing CTC's finances which are received from various funding bodies. Her dedication and skill ensures the highest levels of accuracy and accountability are met.



**Kirsten Firman**  
Youth & Community Services  
Manager

Kirsten joined CTC in 2000 as a Youth Worker and now manages the Youth and Communities team.

She has a passion for equal opportunity for every member of our community and works with the team to provide support to our clients so they can achieve their goals and dreams.

"I particularly like hearing about the individual stories and how people have overcome their barriers and achieved their individual goals. I am proud of the Youth and Communities team and the great work they do, often unnoticed, each and every day."



**Susan Jerome**  
Foster Care Services Manager

Susan has been with CTC since 2007. Her career began in childcare at 17, studying for her qualifications at night while working full-time.

Susan moved from Sydney to Brisbane at 23 and began working for QUT child care centres, eventually managing their crèche.

"I had never really thought about working in child protection. Two weeks after I moved to the South Burnett I started as PIFC Service Manager and I have loved it ever since. It's the most challenging and rewarding job I have ever done".

"The best thing about my job is seeing positive outcomes for children, whether they excel at school or sport, or are reunited with their families".

"Every child deserves the chance to be a child and if I can play some part in making that happen it makes the difficult days worthwhile".



**Anne Wendt**  
Disability Services Manager

Anne grew up in the small country town of Mungallala in south west Queensland, where her family was actively involved within the local and surrounding communities.

Before commencing at CTC, Anne had spent 12 years working in the Disability Services field. She commenced her career as an Employment Consultant in Disability Open Employment (DES), putting in the effort, climbing the career ladder and working her way up to State Manager.

Anne comes to CTC with an invaluable amount of knowledge having been involved with numerous local and state committees consulting with local and federal government funding agencies.

Anne is passionate about working with people's ability and encouraging them to achieve their goals.

# our programs

As at 30 June 2012 CTC had delivered 38 programs in accordance with various funding guidelines.

In an effort to meet the needs of our community, each of these programs has been designed with an individual purpose, to target a specified group.

We would like to thank and acknowledge the funding bodies that have made these programs possible.

Service & Program	Funded By	Purpose & Client Group
<b>Youth &amp; Community Services</b>		
Youth Support Coordinators	DOC	Provides support to young people who are at risk of disengaging from school to successfully transition through their senior phase of learning. <a href="#">Read more on page 25.</a>
Youth at Risk Initiative (YARI)	DOC	Provides support and assistance to vulnerable young people aged 10 - 25 years who are at risk. <a href="#">Read more on page 26.</a>
Get Set for Work	DEEDI	Provides support and assistance to people aged 15 - 19 years to gain sustainable employment, enter training or return to school.
Specialist Homelessness Services (SHS)	DOC	Provides temporary crisis accommodation (Youth Hostel) to young people aged 16 - 21 years who are homeless. This program focuses on achieving self-reliance and independence through developing life skills and making informed choices. <a href="#">Read more on page 26.</a>
Emergency Relief	FaHCSIA	Provides individuals with emergency assistance (e.g. food or transport) to overcome or stabilise crisis situations. <a href="#">Read more on page 27.</a>
Youth Connections	DEEWR	Provides intensive support and case management to young people aged 14 - 18 years in the South and North Burnett regions who have disengaged from school, education or training. <a href="#">Read more on page 27.</a>
Volatile Substance Misuse	DOC	Provides support to young people aged 10 - 17 years connected to Cherbourg who engage or are at risk of engaging in the misuse of volatile substances. <a href="#">Read more on page 27.</a>
Reconnect	FaHCSIA	Provides support to young people aged 12 - 18 years who are experiencing or at risk of secondary homelessness in Cherbourg, Murgon and Wondai. <a href="#">Read more on page 27.</a>
Mentoring Program	The Smith Family	An Indigenous Mentoring Program that focuses on developing skills in communication and leadership.
First Start	DEEDI	Provides opportunities for Cert III Community Services Trainees for Indigenous jobseekers with little or no work experience.
Community Hub	DOC	Provides coordinated activities and programs that encourage clients connected to Cherbourg to lead a sober life and address the issues that cause problem drinking. <a href="#">Read more on page 31.</a>
Sober Living Support	DOC	Provides assistance and support to individuals and families connected to Cherbourg to live sober lives and overcome issues which lead to problem drinking. <a href="#">Read more on page 31.</a>
Cherbourg Community Patrol	DOC	Provides late night escorts that transport intoxicated adults connected to Cherbourg to a safe place, this may be their home, a relative or friend's house in an effort to reduce behaviours that may lead to contact with the justice system. <a href="#">Read more on page 31.</a>
Barambah Community Support	DHA/QPS	Provides intensive support to reduce incidents of self harm to Indigenous people who have been incarcerated. The overall aim is to reduce the levels of incarceration in the community. <a href="#">Read more on page 31.</a>
Wondin-dee Domestic & Family Violence Counselling Program	DOC	Provides counselling and support to children and young people who have witnessed or suffered from family violence, and for the first time this year, perpetrators who have recognised they need to make a change. <a href="#">Read more on page 33.</a>
Safe Haven	DOC	Provides individual and family support to minimise the harm experienced by children or young people who witness or experience family violence of Cherbourg. <a href="#">Read more on page 34.</a>
Heritage Nanango Community Hub	CTC	Provides information and referrals to individuals in the Nanango community. The Hub facilitates various programs and activities that focus on early childhood development and the surrounding community. <a href="#">Read more on page 56.</a>
<b>Employment Services</b>		
Job Services Australia (JSA)	DEEWR	Provides Employment Services in the Gympie ESA for unemployed people referred by the Department of Human Resources (Centrelink). <a href="#">Read more on page 37.</a>
Skilling Queenslanders for Work	DEEDI	Provides Employment Services in the Gympie ESA for long term unemployed people or at risk groups including those not registered with Department of Human Resources. <a href="#">Read more on page 37.</a>

Natural Disaster Flexible Funding Pool	DEEWR	Provides flood recovery assistance and opportunities for upskilling unemployed people in the local community. <a href="#">Read more on page 38.</a>
Queensland Local Employment Coordinator Flexible Funding Pool	DEEWR	Provides funding to further enhance employment opportunities to reduce unemployment levels in our region. <a href="#">Read more on page 38.</a>
Participate in Prosperity	DEEDI	Provides individual client support to progress towards workforce participation, sustainable employment outcomes and a reduction in the number of jobless families. <a href="#">Read more on page 38.</a>
Labour Hire	CTC Fee for Service	Provides a recruitment service that employs personnel for approved host organisations under Labour Hire arrangements. <a href="#">Read more on page 39.</a>
Indigenous Employment Program	DEEWR	Provides assistance with program development in an effort to increase Indigenous employment opportunities in the region. <a href="#">Read more on page 39.</a>

### Partners in Foster Care

Foster & Kinship Care	DOC	Recruits, trains, assesses and supports foster and kinship carers who care for vulnerable children and young people under Protection Orders. <a href="#">Read more on page 43.</a>
Specialist Care Service	DOC	Provides individualised support to four children or young people aged 0 - 17 years who have complex to extreme support needs and are being cared for by Department approved foster or kinship carers. <a href="#">Read more on page 44.</a>

### Residential Care

FIAR House	DOC	Provides 24 hour residential care and intensive support seven days a week for up to four children or young people aged 12 - 17 years who have complex to extreme support needs. <a href="#">Read more on page 47.</a>
Temporary Placement Contracts	DOC	Provides temporary residential placements for children referred by Child Safety with complex to extreme needs. <a href="#">Read more on page 47.</a>
Individual Client Support	Fee for Service	Provides individual core support to children referred by various agencies, schools or Child Safety services.

### Disability Services

Community Respite Options South Burnett (CROSB)	DOC	Provides a range of in-home and community based services that support people with a disability and their families. <a href="#">Read more on page 49.</a>
CROSB House	CTC & DOC	Provides a place for respite for people with a disability and their families to relax and take some supported time out. <a href="#">Read more on page 49.</a>
The Gumnut Place	FaHCSIA	An Australian Disability Enterprise that provides meaningful supported employment opportunities for 20 people with a disability. Core services include a commercial kitchen, commercial laundry, wood workshop, document shredding and trophy/badge making services. <a href="#">Read more on page 51.</a>

### Children's Services

Nanango Childcare Centre	CTC	Provides fully accredited long day care to children aged 0 - 5 years in Nanango. <a href="#">Read more on page 54.</a>
Pre-Prep Program	CTC	Provides an affordable, quality and educational Kindergarten Program to children aged 3 - 5 years in Nanango. <a href="#">Read more on page 55.</a>
Community Kids	CTC	Provides licensed out of school hours care and vacation care in Nanango. <a href="#">Read more on page 55.</a>

### Community Housing Services

Long Term Community Housing	DOC	Provides tenancy management for six units in Nanango.
Simmo's Place	Simmons Family & CTC	Provides support and tenancy management to two people with a disability to live independently through a good neighbour arrangement and a partnership between CTC and a local family. <a href="#">Read more on page 49.</a>
Thorn Street Duplex	CTC	A duplex purpose build for people with mobility issues. Provides tenancy management and support to ensure tenants have accommodation that meets their needs. <a href="#">Read more on page 49.</a>

### Management Services

South Burnett Enterprise Centre		Provides cost effective rental premises that encourage and assist small business in the region.
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### Acronyms:

DEEDI - Department of Employment, Economic Development & Innovation.

DEEWR - Department of Education, Employment and Workplace Relations.

DOC - Department of Communities.

FaHCSIA - Department of Families, Housing, Community Services & Indigenous Affairs.

QPS - Queensland Police Service.

# our people

We believe our success is in our people. They are our most valuable asset and we would like to acknowledge their commitment and dedication to our clients, our community and our organisation.

With a strong balance sheet of experienced, innovative and highly motivated employees we have the capability and capacity to deliver services that often exceed the expectations of our clients and our community.

CTC's workforce is made up of over 220 dedicated staff who often go above and beyond the call of duty to help a client, support our community and achieve outcomes which may vary from a small smile to a life-changing moment.

Many of the services CTC provides require long hours, commitment and a clear definition of personal and professional boundaries. Every day is different and in supporting our clients and our community, we must offer the same support to our staff. We understand it can at times be difficult for our staff to do what they do.

Our healthy organisational culture is a key factor in the continued and on-going success of CTC and the ability for a new staff member to 'fit in' as if they had always been there. We believe the shared values, beliefs and the genuine desire to make a difference within the communities we live in form the foundations that create a happy working environment, one that promotes teamwork and encourages our staff to accomplish great things.

## Employer of Choice

CTC prides itself on being an employer of choice and providing employment opportunities for staff who enjoy coming to work, feeling a sense of ownership, individual purpose and achievement.

We recognise a number of key synergies between personal goals, workplace challenges and organisational achievement and believe these often result in benefits for CTC and our surrounding community.

## Professional Development Opportunities

We are committed to providing professional development opportunities for our staff and have supported the attendance of a variety of training programs, workshops and conferences throughout the year.

## Induction Program

Our induction program includes seven key stages of induction which are completed over the first six months of employment to ensure staff are prepared and informed.

The program has a particular focus on personal and professional boundaries, code of conduct, restricted driver authorisation, policies and procedures, workplace health and safety and an overview of CTC's operations, history and activities.

This process equips our new recruits for the best possible start with CTC from day one.

## Recruitment & Selection

CTC is a proactive organisation, continually seeking skilled and committed staff to join our various teams.

We believe it is important to match the right person to the right job and have a number of practices in place to ensure the recruitment of suitable, qualified staff.

## Traineeships

Throughout the year, CTC employed 12 trainees, including four school based in the areas of IT, Business Administration and Community Services, Childcare and Horticulture.

## Policies & Procedures

The HR department continued to revise a number of standard operating procedures and policies to comply with relevant legislation and operational practices.

## Recognising Our Staff

This year we recognised employees who achieved the service milestones of five and ten years at a presentation on CTC Day.

We would like to take this opportunity to acknowledge:

### 10 Years Service

- Sandra Browne

### 5 Years Service

- Susan Jerome
- Cathe Ferris
- Susan Szabo
- Matthew Kenny

## Howard Leisemann STAR Award

This award is presented to a staff member who has made an outstanding contribution in the area of service, has promoted teamwork and collaboration and has done so with a positive, dedicated and forward-thinking attitude.

This year's award recognised Barb O'Hanlon, Employment Services Manager, who has been working with CTC since 1998. Thanks Barb.

## Above & Beyond Award

This year the Board voted to introduce an Above and Beyond Award to be presented to a staff member who had gone above and beyond the call of duty. This award was presented to Mike Harley for his outstanding efforts in coordinating the relocation of our tenants during a fire at our social housing units on Christmas eve. Congratulations Mike.

## Service Awards

A Service Award was presented to an employee from each service area as voted by their colleagues.

This year's awards recognised the following employees:

### Employment Services Gympie/Tin Can Bay

- » Cassie Burton - Employment Coordinator

### Employment Services Kingaroy/Murgon

- » Patricia Tonks - Employment Coordinator

### Headquarters

- » Esther Ross - Finance Manager

### The Gumnut Place

- » Ailsa Spiro - Gumnut Place Support Worker

### Partners in Foster Care

- » Kellie Seng - Foster Care Support Worker

### Youth Services Kingaroy

- » Melinda Bradford - Youth Support Coordinator

### Youth & Community Services Murgon

- » Damaris Fisher - Reconnect Youth Worker

### Diversionsary Services

- » Lillian Gray - Sober Living Support Worker

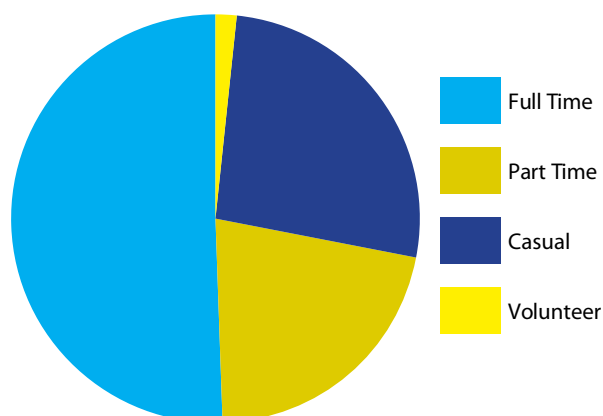
### CROSB

- » Amanda List - Administration Assistant

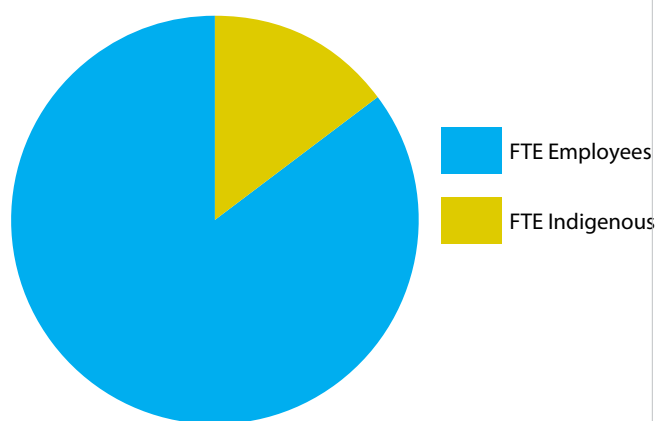
### Residential Services

- » Shaun Bliesner - Senior Resident

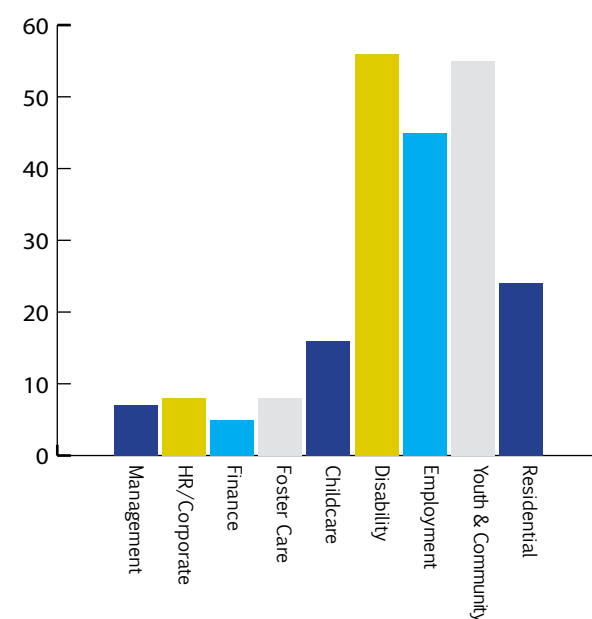
Snapshot of Employees at 30 June 12



Snapshot of FTE Employees at 30 June 12



Snapshot of Employees by Service at 30 June 12



# ctc day

“What a great team building exercise and a good way to meet others from different services”.

“I loved being a part of something that we could all be proud of at the end of the day whilst having plenty of fun in the process”.



CTC day has been an annual celebration since 2008. It is one day a year where all staff come together to reflect on each others' achievements, gain a better understanding of each others' work and work together as one big united team.

The event is excitedly anticipated by all staff who are involved in the overall structure, design and development of the day through an organising committee. Representatives from each service get together throughout the year in preparation for the event, giving an opportunity for everyone to contribute and be involved.

This year we decided to give something back to one of our much loved sites, The Gumnut Place, simply known as 'Gumnut'. First established in 1986, Gumnut has been supporting people with a disability for the past 26 years. Today, Gumnut provides meaningful supported employment opportunities for 20 people with disabilities.

Time and general wear and tear had not been kind to the Gumnut facilities and with little to no funds available for improvements, was in desperate need of some TLC. Thanks to a very generous donation from Thiess and the Stanwell Corporation, along with significant CTC funds, we were able to transform the common room area and grounds into more user friendly and aesthetically pleasing spaces; despite mother natures best efforts to rain us out. We felt over the years Gumnut had always had second best and it was time to give them something much better.

We had a number of busy working groups who repaved areas, painted, landscaped, installed garden edging, refurbished the old signs, sewed curtains, assembled new furniture; together we scrubbed and cleaned until the place was sparkling. In around three hours we had brought the much loved Gumnut Place back to life.

The newly refurbished common room complete with new furniture, paint and air conditioning, now provides a light comfortable space for our supported employees to enjoy their lunch and general get togethers. It is also commonly used for meetings by others.

Soon after, all CTC staff gathered for a healthy and delicious lunch prepared by the kitchen crew, followed by some light entertainment. We then held our awards ceremony that recognised staff who had been exceptional team players throughout the year as voted by their colleagues.

On behalf of the Gumnut Team and CTC we would like to take this opportunity to thank and acknowledge Stanwell Corporation and Thiess for their kind donations to the project. We would also like to acknowledge the generosity of Kewpie Stockfeeds Kingaroy, Total Building Solutions Murgon, South Burnett Hire and Sales, GWB Plumbing and Kingaroy Tree Services, who have all kindly donated or supplied goods and services at a discounted rate. Your support is greatly appreciated.

As part of the celebrations and in an effort to give something back to our community we held a monster garage sale with items kindly donated by our staff. We also compiled 'Our Favourite Recipes' book which was also for sale. Through these fundraising efforts we raised \$928.70 which we donated to Little Haven Palliative Care. This not for profit public benevolent institution provides professional palliative care to people who are terminally ill and compassionate support to their families and friends in the Gympie and surrounding area.

As Little Haven receives only around 25% of its funding from the Government annually, other funds are tirelessly sought through grants, donations and the fundraising efforts a committed team of over 100 volunteers.

“CTC Employment Services provides various services in the Gympie area and this is one small way that CTC staff can give back to the surrounding community. We applaud the continued dedication and commitment of the Little Haven Team and thank them for the invaluable services they provide” – *Nina Temperton, CEO.*

## Future Initiatives:

The makeover of Gumnut Place was quite a task and was only achieved due to the hard work of our staff. Next year we hope to provide an event that focuses less on physical work.

# headquarters



*Left to Right: HQ Finance Team. Front Row: Wendy Percival, Leanne Klowss and Esther Ross. Back Row: Paz Remalante and Rose Ariola.*

CTC Headquarters is located at the Enterprise Centre in Kingaroy. The Finance, Corporate Services, IT and Human Resources teams operate from this location as well as the CEO, HR and Finance Manager.

## During the year we have...

- » Maintained effective and accountable financial system and practices.
- » Coordinated staff attendance at over 80 courses or workshops.
- » Conducted an internal review of all safety policies, procedures and practices in accordance with AS/NZ Standard 4801:2001 Occupational Health and Safety Management Systems.
- » Established a Grounds and Building Maintenance section to take care of CTC's facilities.
- » Facilitated the review of our Strategic Plan and Public Benevolent Institution Status.



Above: Jodie McIntosh, HR Assistant.

The Headquarters team provides vital services to the entire organisation.

They work together to ensure CTC complies with the many legislative and statutory requirements in which we operate.

## What we have achieved:

### Caring for our People

There is much more to Human Resources than advertising positions and recruiting new staff. Our Human Resources Manager and her team play an integral role in the success of CTC. Happy staff keep the health and wealth of CTC in check, this meaning job satisfaction and excellent performance that benefits the team, our clients, our community and the organisation.

Our open door policy means that we are always available. In servicing our organisation, HR focuses on encouraging open communication, staff feedback and input and will discuss any matter that is of importance to an employee. We are an organisation of trust and respect and by empowering our employees we create an environment to thrive in.

We are by no means about complicated HR systems and have found discussion, active listening and open communication essential in our continued operation.

When recruiting new staff we always apply the “right person for the right job” methodology, this process is not just about skills and qualifications, it’s about opening doors to new opportunities and thinking outside the square.

Often an applicant may be interviewed for a particular position and offered another in the organisation. Our eyes and ears are always open as we look for positive, motivated and enthusiastic people to join the CTC family.

In supporting our staff and the Management Team we have held a number of performance reviews throughout the year. These reviews are an invaluable tool and form an important component of a staff members’ professional development, whilst maintaining a satisfying environment for all. As a result of the process we have identified a number of learning and training opportunities for our staff.

We value professional development and believe it is about learning and growing in our roles within CTC. We have continued to offer and support professional development opportunities ranging from workshops to conferences and accredited and non-accredited training up to university level.

We recognise that our staff are our greatest asset and the investment in professional development not only motivates and inspires our staff, but also benefits the overall operations of CTC.

As per best practice HR have reviewed a number of policies and procedures throughout the year to ensure the relevance, understanding and expectations of these documents remain valid. This process enables HR to consider and implement changes in legislation as they occur. Although challenging at times, up to date policies ensure good workplace practices and provide governance for decision making.

We have focused on improving the HR database which encapsulates all employee and training information and details throughout the year. This database has improved our ability to update training as required, in particular Blue Cards, Criminal History Checks, driver authorisation and other prerequisites.

### Managing our Finances

The Finance Team comprises five key staff who are primarily responsible for the effective financial management of CTC, ensuring our financial position remains healthy and sustainable.

Throughout the year the Finance Team has processed all employee wages, accounts payable and receivable, generated regular reports and ledgers that monitor income, expenditure, grant funds, projects and the various activities we undertake.

As the majority of CTC’s income is derived from various funding bodies and grants there are many complexities involved and acquittals required. The acquittal process is crucial and a legal requirement that demonstrates and evaluates how the funds provided for a specific purpose or program have been spent.

All financial practices and procedures were audited and have satisfied all accounting, reporting and acquittal requirements.

The Finance Team has worked closely with the HR Department to ensure all employees have been paid in accordance with the relevant award. Due to the vast array of services CTC provides we operate four different awards.

This year the team prepared over 412 group certificates, some for staff who may have only worked a couple of days.

## Putting Safety First

The health and safety of our staff and our workplaces are very important to CTC. Because we have a duty of care that includes a number of legal responsibilities and obligations, we continue to strive for best practice in everything we do, especially when it comes to safety.

By applying a proactive and consistent approach to workplace health and safety and risk management, CTC can proudly report no major incidents have occurred during the year.

In light of the harmonisation and the introduction of the *Work Health and Safety Act 2011* our Corporate Services Support Officer and Trained Safety Advisor Graham Easterby completed an internal review of all relevant policies, procedures and practices in accordance with the AS/NZ Standard 4801:2001 Occupational Health and Safety Management Systems. As a result, all policies and procedures have been updated and approved by our Board.

Our Health and Safety Committee has continued to meet quarterly. These meetings provide an open forum to discuss safety and how we can improve our current practices and procedures.

## Fleet Management

CTC has a substantial investment in our fleet with over \$1.5 million worth of vehicles on the road. Our vehicles are easily recognisable, displaying the personalised CTC number plate. Throughout the year we have continued to ensure all vehicles are appropriately serviced and maintained and comply with the requirements of Queensland Transport Operator Accreditation.

## Taking care of our Facilities

CTC has established locations in the areas of Nanango, Kingaroy, Murgon, Wondai, Gympie and Tin Can Bay and is committed to providing safe and comfortable working environments and facilities for our clients, staff and community.

During the year we employed a Grounds and Building Maintenance Officer and Trainee to ensure all of our facilities are well maintained.

## Information Technology

Our IT systems and networks have continued to play a crucial role in the day to day operations. At an estimated replacement value of over \$1 million CTC has continued to make significant investments in new hardware and software over the past financial year.

Our IT School Based Trainee Michael has been very helpful, assisting the Administrator with basic tasks one day a week.



Above: Kirstie Schumacher, Corporate Services Support Officer.



Left to Right: Anthony Swain, Horticulture Trainee and Dave Little, Grounds and Building Maintenance Officer.



Above: Cathe Ferris, HQ Administration Assistant.



Above: Andrew Overton, IT Administrator and Fleet Management.

# youth services



*Left to Right: Some members of the Kingaroy Youth Services Team, Johnny Magro, Tristan Miller, Rob Fairbrother, Prue Bauer and Lois Gray.*

Our youth are our future.

CTC Youth Services play an integral role in steering young people in the right direction, ensuring they are well prepared for life ahead.

During the year we have...

- » Supported young people at school.
- » Helped young people to re-engage with school.
- » Assisted young people to make positive choices and move forward.
- » Facilitated over 10 camps and 30 day activities specifically targeted at particular groups of young people.
- » Worked in partnership with other organisations to create local responses.

Traversing adolescence is different for each young person we meet. It takes positivity, courage and resilience to thrive and survive.

We believe it is an exciting phase in everyone's life, a time to dream and look at the future with optimism and promising prospects. Sadly many young people become vulnerable to the influences of peer pressure and popular culture, facing countless challenges and obstacles that can impact on the rest of their life.

During these years of profound psychological, physical and social changes many young people become lost, unsure of who they are or what to do. The line between right and wrong often becomes blurred as a teenager attempts to cope with complex changes and challenges. In this stage of life, young people are more inclined to experiment, push boundaries and take life changing risks.

Commonly, health and social problems such as family breakdown, homelessness, drug or alcohol use and abuse, unemployment or unplanned pregnancies tend to peak during these years. For those who have fallen off-track and lost their way the future is often a dark and frightening place. Basic necessities, like having somewhere safe and warm to sleep, a loving family or a stable and supportive environment, are critical to the successful transition to adulthood.

Our Youth Services team work with over 500 young people each year spanning across the South Burnett and areas of the North Burnett. Our work in this area has identified the on-going need for programs that encourage all teenagers, no matter what the circumstances, that if they believe in themselves and receive the right support, they can achieve. We are passionate about providing safe supportive spaces for young people to come and talk honestly and openly about everything in their lives so that actions can be put in place for a better future.

In recognising the diversity of young people today, we have delivered a portfolio of programs that build upon their strengths ultimately setting the foundations for the future. Although these programs vary in format and structure they are all designed with the common purpose to support and assist our youth to live happy and healthy lives. Through prevention and early intervention, counselling and case management, education and skills development, mentoring, and associated programs, we inspire and empower our youth.

We operate from the Kingaroy Youth Park and Murgon Connections. The Youth Park is leased from the PCA by the South Burnett Regional Council and is home to the skate park, multipurpose "Rage Cage", BMX track and an undercover area complete with a barbeque



Left to Right: Llyod Back and Melinda Bradford, Youth Support Coordinators.

"Seeing a young person graduate from school, against all odds, with a huge smile on their face provides the motivation to continue doing what we do" - Melinda Bradford, Youth Support Coordinator.

Through an arrangement with Council, CTC houses its Youth Services from these premises. CTC facilities include offices, a training room, also used by community groups, an offsite campus for Kingaroy State High School and the Youth Culture Centre.

Murgon Connections work closely with the communities of Murgon and Cherbourg. Connections share the premises with our Safe Haven and Wondin-dee teams. This allows these teams to work closely and achieve the best possible outcomes for young people in need of assistance.

## What we have achieved:

### Knowledge is Power

By partnering with our seven local high schools, our two Youth Support Coordinators (YSC) have been able to help students from all backgrounds and environments. We aim to help young people at risk of disengaging from school or who are recently disengaged from school.

We have found many students today grapple with a range of issues varying from bullying, to a fractured family or unstable home environment, poor body image, financial worries, literacy or numeracy difficulties, alcohol or drug abuse, truanting, to a lack of interest or lack of a sense of direction.

Our team encourages young people to rediscover the value of learning and overcome the challenges they encounter along the way. By working with our YSCs, students learn to deal with relationships, maintain set goals and develop coping strategies. The investment of time and resources is crucial, often bringing hope to a young person who sees their situation as hopeless. YSCs play an integral role in minimising the development of serious long term dysfunctional or anti-social behaviour.



Above: Elizabeth Kennell, Wondin-dee Staff Member with young people enjoying excursion to Wet and Wild on the Gold Coast.



Left to Right: Youth Connections Team, Sarah Vanderkolk, Michael Sanford, Matt Kenny and Bonnie Trevanion.



Above: Kirsten Firmann, Youth & Community Services Manager and Stacey Taylor, Murgon Connections Team Leader at DV March in May.

As well as providing individual support, the YSCs work with the schools to provide targeted programs. These can range from the Drum Beat program delivered at Wondai SS to trips to various universities, career markets or trade centres. This helps young people prepare and plan for the future and often provides that additional motivation to remain engaged in school.

### Informed Choices

Our Youth Services are driven by the conviction that, if given appropriate information and support, all young people have the capacity to make informed choices and steer their lives in the right direction. In April this year, the Social and Economic Development Service (SEDS) which provided a range of prevention and intervention services and activities in the South Burnett transitioned to the Youth at Risk Initiative (YARI).

YARI assists young people from 10 – 25 years who may be homeless or at risk of homelessness, involved with the Youth Justice or Child Safety systems, unemployed or disengaged from education, living with disabilities or disconnected from family, peers and the community, the opportunity to access information, support services and be heard.

The YARI program works one on one with the young person through an inclusive support model where a series of plans are jointly developed and enacted. The goal setting process helps separate the person's strengths from their weaknesses and make realistic, achievable plans for improving their lives.

A range of programs and activities has also been delivered throughout the year:

- » Girls and Boys Groups met on Tuesday afternoons to assist young people develop their social skills and develop positive peer relationships. These groups incorporate healthy options and sports, craft and recreational activities.
- » Youth Culture Centre (formerly the Drop in Centre) provides a safe and friendly environment for young people to socialise, access computers, talk to our Youth Workers and participate in an array of activities ranging from a game of pool to a board game. The centre is very popular during school holiday periods.
- » Young Mums Program operated both in Nanango and Kingaroy at different times of the year. This was developed both as a mutual support group and in order to help young mothers learn skills associated with parenting their children.
- » Healthy Lifestyles Program provides opportunities for young people to participate in fun interactive activities such as going to the gym, encouraging and promoting healthy lifestyles.
- » School Holiday Activities include everything from a game of touch football to a trip to a high ropes course. With the commencement of the YARI contract, these activities are targeted towards clients of the service.

Interestingly the introduction of the YARI program now allows our team to work with young people from the age of 10, previously it was 12. In the past we had identified a gap in the support available for this age group. By being able to assist at a much younger we are contributing to an easier transition into their teenage years.

### Somewhere Safe to Sleep

On any given night in Australia, over 100 000 people are homeless. Nearly half of these people are under the age of 25. Youth homelessness doesn't necessarily mean sleeping on the streets. The Australian Bureau of Statistics defines the term homelessness in three categories:

- » Primary homelessness includes all people who are living on the streets, in parks, or other temporary shelters without a roof over their head, often known as 'rough sleepers'.
- » Secondary homelessness includes people who are transient, regularly moving from one type of shelter to another, such as hostels or boarding houses.
- » Tertiary homelessness refers to people who live in hostels or boarding houses on a medium to long-term basis (more than 13 weeks).

Through the Specialist Homelessness Service (SHS) we have continued to provide crisis accommodation at our Youth Hostel for up to 6 months to over 20 young people who were homeless or at risk of homelessness between the ages of 16 - 21 years.

We support young people to achieve self-reliance and independence by making informed choices and learning skills in healthy meal preparation, house cleaning, basic hygiene, adhering to a tenancy agreement and community living skills; such as how to complete forms, communicate with other services, access support or attend appointments.

To be eligible for temporary accommodation in the hostel, the young person's details must be confirmed with parents or relevant authorities and a comprehensive risk assessment undertaken. The young person must agree to helping with the everyday chores and abide by a range of rules including no alcohol, violence or illegal substances.

Our Youth Workers work closely with these young people to resolve crisis, re-establish family links (where appropriate) and strengthen their capacity to live independently.

### Staying Connected

The South Burnett has a large number of young people experiencing permanent or temporary secondary homelessness. This includes young people living across a number of relatives or "couch surfing" from friend to friend.

The YARI and SHS services support young people across the South Burnett who are in secondary homelessness and the Reconnect service has an Indigenous focus, primarily supporting secondary homelessness of young people in Cherbourg, Murgon and Wondai.

The Reconnect service assists young people to stay connected with education, family and community even though they may be residing in a number of different houses due to overcrowding or family situations. The Reconnect service provides individual support to young people through a youth led, family based model and runs programs through the week which build confidence and communication skills. Sport and healthy eating are encouraged and supported.

The Reconnect service works in partnership with other services to provide an extensive program of school holiday activities which typically include discos, swimming, day trips and camps.

### Lending a Helping Hand

CTC is devoted to helping struggling families and individuals to stay on their feet until their situation improves. Often people just need a kind helping hand to get through a difficult time in their lives. We operate an Emergency Relief service through our Kingaroy Youth Services predominantly providing food packages to those in need.

Throughout the year, we have assisted 300 families with Emergency Relief. Over the Christmas period many CTC staff members kindly donated goodies and children's toys that were put into hampers and provided to a number of families helping to make their Christmas a special occasion.



*Above: Fishing on a camping trip during the Easter holidays.*

A number of CTC staff from across the entire organisation volunteered their time on Christmas Day to help at the Salvation Army's Community Christmas Lunch. For a gold coin donation families were able to come along, enjoy some light entertainment and a Christmas dinner. This kind act of fellowship was greatly appreciated by all who attended.

### Back to School

CTC's Youth Connections team intensively works with teenagers who have experienced difficulties coping in mainstream schooling and, as a result, are disengaged from education or training. This service is provided in partnership with the lead agency Bundaberg 'IMPACT Make Your Mark' and Maryborough Hervey Bay 'TESS', spanning across the region. CTC provides this service from our Kingaroy, Murgon and Mundubbera sites.

Our core purpose is to encourage youth back into an educational setting to gain a senior certificate or equivalent by overcoming their barriers and re-engaging.

By working with the young person our Youth Workers develop a good understanding of why the person has become disengaged, how this has manifested and the life experiences that have contributed to it.

### Overcoming Addictions

Sadly some young people are addicted to substances such as alcohol, drugs or volatile substances. Our team has continued to work hand in hand with other organisations to provide suitable options such as detoxification or treatment for young people with an addiction.

Throughout the year we have designed and delivered strategies and programs that have intervened and in some circumstances prevented such addictions from developing. We have particularly focused on Volatile Substance Misuse (VSM) which may involve sniffing glue, paint or petrol.

Through the Snuff Out Sniffing (SOS) campaign we have worked with families and communities to provide support and alternatives to young people who are addicted to such substances. We have provided information, education and support to a small number of young people who are either chronic users or at risk of VSM.

We have facilitated a range of regular diversionary activities including boys and girls groups in the afternoons, golf and basketball programs and overnight camps.

In June of this year, we took a small group of young people to a Hard Yakka camp which was designed to break the cycle and develop self esteem and confidence in this group of young people.

## Duke of Edingborough

“WOW what a camp” - Rob Fairbrother, Youth Support Worker.

In October we took nine young people on an action packed adventure to explore the wonders of the Cania Gorge. The original plan was to hike Fraser Island, however, due to bush fires we had to change the itinerary.

The crew were on the road by 6:30 am Saturday morning. Along the way they stopped at a park to explore the marvels of an old Steam Locomotive.

Upon arrival, camp was quickly assembled and after lunch the crew headed off on their first bush walk. Each participant was responsible for orientating their way using a compass and map.

CTC staff simply supervised the group, they weren't allowed to give advice or direction, they were just there to observe how well the team worked together.

Over the three days the crew hiked over 20 km of picturesque terrain. They explored Dripping Rock, the Overhang, Doctors Gully, Ferntree Pools, Giant's Chair, Bigfoot, the Shamrock mine and Two Storey Cave.

In the evening everyone cooked their own meals around an open campfire, followed by a game of cards before going to bed.

Everyone arose at 5:00 am to cook breakfast on the open fire before heading off for the day.

“By the third day muscles were starting to hurt and the 5:00 am start wasn't as enthusiastic, but keen for one last day of exploring the crew headed off down to the creek to look for Platypus” - Rob Fairbrother. The crew hiked to Dragon Cave, The Gorge lookout and finally to Bloodwood cave before finishing the trip off kayaking and swimming.

## Challenges we faced:

Importantly, a young person must want to change and be prepared to tackle the obstacles along the way. They must identify their shortfalls and be willing to do something about it. Sadly, all of the motivation or inspiration in the world won't help someone who isn't willing to try for themselves. Our challenge is to help young people to want to help themselves. We understand this takes time, and through reassurance we aim to assist all young people to have the courage to make a change.

Our Youth Workers invest a lot of time and resources into building a working relationship with a young person. This at times can be challenging, however through effective communication and perseverance we continue to strive to achieve the best possible outcomes for our youth.

As young people grow into adults they often become less dependent on their family and more dependent on their peers when it comes to making choices. We recognise peer pressure can be a major influence when it comes to developing the social skills required for adulthood.

Unfortunately, negative behaviours tend to travel through groups of teenagers, either due to actual peer pressure or the perception of pressure from friends. We have found peer pressure can at times, depending on the individuals circumstances, impede on their ability to make informed choices or commit to making a change in their lives.

Youth homelessness is largely unrecognised. Commonly many young people in the area are transient, they may find shelter by 'couch surfing' their friend's places until they finally have nowhere to go and move on. This makes it difficult to obtain precise statistics or to determine the scale of homelessness across our region. Homeless youth are more likely to drop out of school altogether, often unseen or unheard. They slip through the cracks of society and may find it difficult to know where to go for help.

As the majority of our funding for Youth Services is received from the government, it is essential that we operate within the guidelines of this funding. The funding is specifically designed to meet needs and address issues. At times this can create a perception that young people who stay engaged and keep out of trouble, receive no support, services or activities. We try hard to also support young people through the provision of general, fun activities.

## Future Initiatives

Through the courageous leadership, hard work, creativity and unstoppable will of our teams to positively impact on the lives of young people we have continued to fill an extremely important role in our society.

We believe it is critical we stay connected with young people in our area and are passionate about delivering services that harness the active involvement of youth in our community.

## Operation Hard Yakka

Operation Hard Yakka is a military-style training facility designed for the unemployed and youth at risk aged 14 - 19.

It's a boot camp specifically designed to break the cycle of youth crime and reduce the number of repeat offenders by teaching them core values, respect and responsibility through a "tough love" approach.

This year, Youth Services provided the opportunity for a number of young people in the region to attend the gruelling seven day military style youth training program offered at the Hard Yakka facility in Hervey Bay.

We facilitated two camps during the year after hearing of its profound success changing the lives and attitudes of many young people.

The course pushed these young people to their limits both physically and mentally. Adventure based challenges ranged from abseiling, to a Commando Assault Course, circuit training, horse riding and dynamic group problem solving.

Participants were taught to work together as a team whilst developing leadership skills of their own.

Youth were woken up at 6:00 am every morning for 1.5 hours of physical training before breakfast. After breakfast more military based activities such as drill marching, military tactics, history and bush camps were conducted throughout the day.

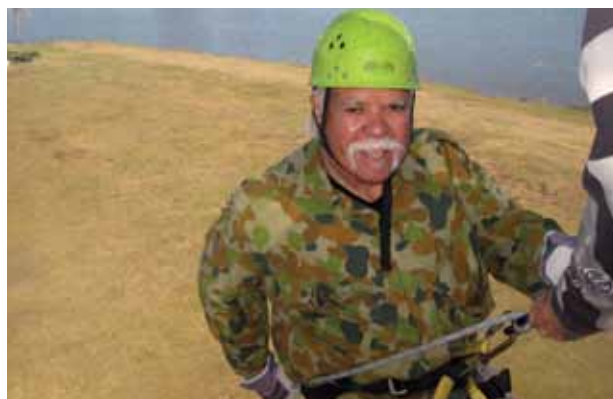
We can report that we have noticed a number of positive outcomes for the youth who attended thanks to the motivation of this program.



*Above: Boys Camp March June 2012.*



*Above: Boys Camp October 2011.*



*Above: Noel Blair, CTC Community Capacity Builder Abseiling at operation "Hard Yakka".*

# community services



*Left to Right: Local Police Officer with Diversionary Staff Lillian Gray, Sarah Vanderkolk and Ally Johansson with the Cherbourg Rangers as part of the 'H2O the Way to Go' Campaign.*

CTC Community Services offer support to individuals and their families in an effort to achieve a safe and inclusive community for everyone.

During the year we have...

- » Encouraged people to drink less alcohol and drink more water with the "H2O the Way to Go" Campaign.
- » Introduced an Indigenous Family Violence Counselling Service specifically designed for perpetrators.
- » Promoted our 'Zero Tolerance against Domestic Violence' message within the community.
- » Provided support to individuals and families.

## Diversiónary Services

During 2009, the State Government introduced the Alcohol Management Plan (AMP) in Cherbourg. In line with the AMP, the government funded CTC Diversiónary Services to deliver programs and support systems to reduce the social issues associated with problem drinking.

The team is, in most instances, the first port of call for people in the area. Since our establishment we have worked with individuals and their families, many of whom have turned their lives around.

We have seen a number of problem drinkers, self-refer to detox programs or significantly limit their alcohol intake. Thanks to our Patrol Service, people no longer roam the streets late at night with the potential to cause trouble. Many young mums, ex-prisoners, homeless families and alcoholics have overcome their individual barriers and now enjoy a healthier and happier outlook for the future.

### What we have achieved:

#### A Safe Community

Due to the AMP's restrictions many people shifted their drinking habits to the township of Murgon. With no public transport available people would often try to walk back to Cherbourg in the dark or sleep it off in the park. Diversiónary Services Street Patrol has stopped this from occurring by providing late night escorts that take intoxicated people to a 'safe' place; this may be their home, a relative or friend's house.

The Patrol operates four nights a week, from Wednesday to Saturday from 8:00 pm to 4:00 am. It is not a free taxi service; it is a partial solution that has earned the respect of its passengers and the community.

The Patrol's official and sole purpose is to ensure people get home safely to sober up or cool down. During the year our Patrol Workers have also been able to support individuals to make the right choices and gather information that can be passed onto their co-workers to alleviate potential troubles or ongoing situations.

#### Stronger Families

We have continued to provide positive parenting programs that work with young families in an attempt to rectify problems and find long-term solutions. One of our Family Support Workers has assisted over 15 young families; her oldest client is just 24 years of age.

We have facilitated a Mothers' Program which has included healthy cooking workshops, assisted in the preparation of budgets and prompted referrals for other support services such as Family Domestic Violence or homelessness. The Program incorporates a playgroup, 'Mums and Bubs Swimming Lessons' and scrapbooking classes, enjoyed by all participants.



Above: Les Stewart, Diversiónary Services Coordinator.

“The Patrol has saved lives. It has stopped attempted suicides. It has been flagged down by parents looking for their kids and we've found them” -

*Les Stewart, Diversiónary Services Coordinator*

We have facilitated a regular 'Yarning Circle' that provides young mothers with an opportunity to discuss their problems with other women.

During the year we have seen a number of young mums conquer their challenges, growing to become more confident and resilient people in the community.

“I help young mums to bond with their families and the programs give them a stress-free time where they can simply enjoy being with their kids” - Allie Johannsson, Family Support Worker.

Another Family Support Worker has assisted many clients with rental applications or to obtain suitable identification. Identification (or the lack of it) means that people cannot get income support, a bank account, a tax file number or a driver's license. Helping people who may not have their birth registered or who have been raised under a different name has been a focus of this service.

#### 'Parkie Program'

We are particularly proud of the 'Parkie Program' which has continued to work with park dwellers aged from 30 - 77 years in the heart of Murgon, many of whom have been battling alcoholism their entire lives.

The program was established with the aim to reduce the number of people hanging around and drinking in the Murgon Park. Many business people were concerned about the effect they were causing in potentially deterring customers or tourists from trading in Murgon.

It was evident these people needed help. They needed someone to talk to about their issues such as alcohol abuse, basic hygiene or poor diet.



Left to Right: Ally Johansson with the Young Mother's Group.



Above: Barry Fisher, Diversionary Employee preparing emergency food packs.



Above: Agnes Vaeagi, Diversionary Employee.

Step by step our Family Support Worker gained their trust. Initiatives including the 'Lunchtime Program' were established to encourage conversations and let these people know that we could help. CTC provided hot cups of soup in the winter or sandwiches in the summer to try and encourage the 'Parkies' to come along whilst offering something nutritional to eat.

"It provided an outlet for the men to find their own solutions to their problems. I just sat back and shared lunch" – Agnes Vaeagi, Family Support Worker.

Gradually a day program was introduced which included cultural trips or fishing. Many of these people had come from all over Australia, from Western Australia to the Central Desert and these activities allowed them to open up about their past and share information about their culture and history.

"These people are genuine and the best thing I can do is listen"

- Barry Fisher, Diversionary Employee.

As a result of this program many of the men have decided to self-refer to detox programs, whilst others have significantly limited their drinking habits. Some of the men have since left the area and obtained employment elsewhere.

Many of the local business have responded acknowledging the significant difference this program has made in the area.

### 'H2O the Way to Go' Campaign

'Drink less alcohol, drink more water'. It was identified that many people were suffering severe dehydration, sometimes being admitted into hospital as a result of not drinking enough water when consuming alcohol.

Diversionary Services actively instigated the 'H2O the Way to Go Campaign' with an aim to encourage people to drink more water and stay well hydrated. The campaign raised awareness about the benefits of drinking water, leading to a healthier and happier lifestyle.

We gave away a number of free water bottles featuring our slogan and coordinated events including sausage sizzles and morning teas promoting our message at the Cherbourg Ration Shed and in the streets of Murgon.

We presented the Cherbourg Junior Rangers with water bottles and discussed the importance of swapping sugary drinks with water.

### A Helping Hand

Diversionary Services lend a helping hand whenever it is needed. The team has distributed around 40 food parcels every month to families in the area who may be experiencing financial difficulty. These packs provide good nutritious foods to families with children and are distributed under strict guidelines. Each family is entitled to one pack every three months, with the provision of three packs in total.

Each time a family is given a pack they are brought in for a chat. We work with the families to establish budgeting measures to ensure expenses such as electricity, rent and school fees are covered.

### Challenges we faced:

One of the greatest challenges is to determine what the impact is on the whole community. While we see multiple successes through individual stories, published statistics (such as hospital admissions, crime statistics etc.) are usually over 18 months old and do not reflect the current circumstances.

We have however, seen an increase in the number of individuals and families who no longer need assistance and now live a more sober and stable life.

## Future Initiatives:

It is difficult to determine the future of our Diversionary Services program. Our current contract was due to expire in June 2012, however we have been granted an extension until December 2012. We have been advised that this is our final extension. We have grave concerns for the future of the community should these services no longer be available.

## Wondin-dee

“Family Violence” is used as a broad term encompassing all forms of violent and abusive behaviours that occur within families, intimate relationships, kinship networks and communities. Sadly, it can happen to anyone, yet the problem is often overlooked, excused or denied.

Violent behaviour can be passed onto children who are born into and grow up in violent families. Chances are children who have been traumatised by abuse or violence will carry on the toxic legacy.

Wondin-dee is an Indigenous Family Violence Counselling Service specifically designed for children and young people who have witnessed or suffered from family violence, victims and, for the first time, perpetrators who have recognised they need to make a change.

Wondin-dee, meaning ‘place of hope’, empowers those affected in an effort to overcome and break the endemic generational cycle of violence within the communities of Cherbourg and Murgon.

## What we have achieved:

### Breaking the Cycle

Noticing and acknowledging abuse is the first step to ending it. A significant achievement for Wondin-dee was the introduction of a 10 week program specifically designed for Indigenous men who are domestic violence offenders referred by Probation and Parole.

The program was developed in consultation with the local elders, being the first of its kind for the communities of Cherbourg and Murgon. Our first group counselling session was held on Friday 20 April with nine participants attending. Each week a specific topic has been discussed, providing participants the opportunity to share a ‘yarn’ about their experiences and challenge their ‘beliefs’ around domestic violence.

These discussions are conducted in a variety of different settings ranging from a casual barbeque, to viewing educational DVDs, doing some art work or waiting for the billy to boil. The aim is to draw out what has previously been a taboo topic and confront the issues at both an individual and community level, thus rendering each person accountable for their own actions.



Above: Noel Blair, Community Capacity Builder.

“The results are remarkable” – Simon Geri, Wondin-dee. The positive feedback we have received from the community is reinforcing the fact that the program is making a change. Many families have benefited from its riches and are beginning to enjoy positive family relationships. Although it is a long road ahead, we have achieved a significant reduction in the number of incidents occurring.

### Listening, Caring, Healing

Domestic abuse often escalates from threats and verbal abuse to violence. Emotionally, family domestic violence can destroy one’s self-worth, leading to anxiety, depression and feelings of helplessness and being alone. No one should have to endure this kind of pain. Wondin-dee play a key role is assisting people to break free by recognising that their situation is abusive and establishing pathways to rebuild broken relationships.

During the year we have continued to offer a caring and non-judgemental counselling service to victims of family violence and their family.

### Teaching our younger generation

The consequences of family violence are devastating, spreading through a community. Many children and young people become disengaged from school, get involved in substance or alcohol use and abuse, crime or violent behaviour, due to the neglect suffered as a result of family violence. Our goal is to help these children and young people before the problems escalate into uncontrollable situations.

We connect young people with positive adult role models, concentrating on building the inner strength and self-esteem needed to recognise that violence in any form is not acceptable.

During the year, Wondin-dee has delivered a Boys Program in partnership with Murgon State School. The group meets every Tuesday afternoon to discuss various subjects in an open and supportive forum. Topics vary from general health and wellbeing, to substance and alcohol use or abuse, developing healthy relationships and issues related to domestic and family violence.



Above: Barambah Cricket Club proud supporters Zero Tolerance Campaign.



Above: "H2O the Way to Go" Campaign barbeque. All in attendance were given a free CTC H2O Water bottle.



Above: H2O the Way to Go Campaign barbeque.

## Challenges we have faced:

It is important when working with the community of Cherbourg and Murgon that we walk alongside the community in a supporting role. We are about working for our community and we recognise the importance of establishing programs that are culturally appropriate. We are thankful for the support of the local elders and our local staff.

Undoubtedly, fear is omnipresent and although we strongly believe no one should live in fear of the person they love, many victims are reluctant to come forward and talk because of:

- » fear of retribution
- » fear of further violence
- » fear of their children being taken away
- » stigmatisation
- » shame
- » distrust of the justice system and government agencies.

## Future Initiatives:

The Wondin-dee program will continue to work with the community to refine the program and the supports required to meet the local need and local circumstances. Tools such as Yarning Circles and the Tree of Life are utilised to provide a framework around discussions.

## Safe Haven

The core role of CTC's Safe Haven service is to reduce the effects of family violence on children within the community. Our team work closely with the community to build capacity and momentum for the future.

In some cases, the Safe Haven and Wondin-dee teams work together to achieve the best possible outcomes for our clients and the community. Our services help to ensure everyone can enjoy the social, cultural and spiritual world of their ancestral land and extended family, addressing issues before they escalate in an effort to break the cycle of violence.

## What we have achieved:

The Safe Haven program employs two Family Support Workers, a Youth Worker, Community Capacity Builder, two FTE Patrol Workers and a Coordinator. Throughout the year, we have witnessed a number of individual success stories, with many of our clients turning their lives around and making safer choices for themselves and their families.

### Zero Tolerance Against Domestic Violence

Taking a stand against family violence and promoting our message of 'Zero Tolerance against Violence' has been a priority for the Safe Haven team. During the year, Safe Haven proudly sponsored the Barambah Cricket Club who played a part in the community strategy. We provided the club uniforms which were all printed with the zero tolerance to violence message and proudly worn by all members at cricket matches and community events. To demonstrate their commitment, each player signed an agreement stating that they would not tolerate violence or alcohol and substance misuse and would model this within their community.

The team had a season of victory both on and off the field, being crowned the B Grade Champions and continuing to demonstrate the benefits of making the right decisions and the importance of a safe community for everyone. They must be congratulated on their continued efforts and cricket achievements.

Safe Haven proudly sponsored the Cherbourg Hornets Rugby League Club who also demonstrated their commitment to our cause by signing the same agreement and promoting our shared message. CTC's Community Capacity Builder, Noel Blair presented the team with their football jerseys before their first game on Saturday 12 May.

The team were awarded A Grade Champions for 2012. A similar agreement has been signed by the women's team who have also made a commitment to promote the message in the community.

The success of the campaign has been evidenced through a reduction of violence within the community. Regular discussions with the local Police have revealed that at different points of time, the statistics of reported incidents have significantly dropped by more than half.

### Safe Haven Patrols

Safe Haven Patrols operate from 4:30 pm to 1:00 am, patrolling the street of Cherbourg four nights a week. There are a number of ongoing issues associated with children and young people being out late at night. Throughout the year, these patrols have continued to assist young people at risk of either causing or becoming the victims of harm in an effort to break the cycle of violence and crime in the community.

Our patrol staff are well respected residents of Cherbourg who play a critical role in improving community safety, protecting children and reducing individuals' contact with the criminal justice system. If a crime is suspected, the patrol staff will contact the Police.

The patrols provide a safe means for ensuring children and young people return to a 'safe' environment whether that is their home, a relative's house or a recognised safe house.

### Men of Cherbourg Indigenous Empowerment Corporation

This project was funded by the Queensland Government's Building Rural Communities Fund through 'Blueprint for the Bush' with assistance from Department of Communities and DEEDI. The purpose was to establish a sustainable Men's group that would provide a forum for Cherbourg men to come together, support one another, their families and their community as a whole, with a strong focus on addressing alcohol and substance misuse and promoting the 'Zero Tolerance' message.

The group was officially registered on 19 April after successfully compiling a number of statutory documents including a strategic plan with a clear and defined vision for the future.

The group has worked with the newly elected Mayor and Council to discuss and develop initiatives to overcome social issues. The group will continue to concentrate on cultural accountability, offering mentoring programs and family development in an effort to achieve peace and harmony in the community.

### Wondai Forestry Project

The Safe Haven team has been working closely with Queensland Parks to gain the Cherbourg community access to the Wondai Forestry. This project is undertaken in collaboration with the Men of Cherbourg Indigenous Empowerment Corporation and a Land Permit has now been issued.



### Domestic Violence Prevention Month

CTC was actively involved in planning and organising various activities and programs that promoted our 'Zero Tolerance against Domestic Violence' for Domestic Violence Prevention Month in May.

A peaceful community march against Family and Domestic Violence was held in Cherbourg to raise awareness and remember those who have lost their lives to domestic violence. Over two hundred people marched through the streets shouting "No to Domestic Violence".

Afterwards hundreds of purple balloons were released into the sky for those who have suffered or lost a life because of domestic violence. This symbolic gesture provided an opportunity for the community to come together and demonstrate the importance of recognising domestic violence within their families and taking a stand to stop it.

### Challenges we faced:

The Safe Haven team work intensively with families, individuals and young people. Many of their successes are seen in the individual stories where people have made choices that have improved theirs and their family's safety. The staff recognise that any change must be led by the individual but are there ready to provide support when the individual is ready. Referrals for support are received from Police to provide support to families and these are actively followed through.

As part of the Community Capacity Building role, Safe Haven staff work with the community to create and sustain community solutions. Many of these are only achieved over the long term.

### Future Initiatives:

Safe Haven will continue to work with individuals, families and the community towards promoting and achieving safe families and communities.

# employment services



*Above: Kathy Linnane, Employment Coordinator & Job Search Trainer - Kingaroy Employment Services.*

We provide an individualised and diverse employment service that stimulates self-esteem, encourages learning and development and helps local jobseekers discover pathways to employment.

During the year we have...

- » Secured a roll over contract for Job Services Australia.
- » Assisted over 3000 jobseekers across the areas in which we operate.
- » Actively participated in the Building Australia's Future Workforce Committee.
- » Partnered with the community, local, state and federal government, industry councils and registered training organisations to meet the communities' flood recovery needs.
- » Attended various Jobs and Skills Expos and Career Expos.
- » Became a panel member for the Indigenous Employment Program 2012 - 2015.
- » Coordinated various Industry Workshops.

## Sustainable employment can make a real difference to someone's outlook on life and their ability to participate within their community.

CTC Employment Services have continued to focus heavily on assisting thousands of jobseekers move progressively towards finding sustainable employment.

The Gympie Employment Services Area falls within the Southern Wide Bay Burnett "Priority Employment Area" which is one of 20 priority areas nationally with particularly high unemployment and low workforce participation.

This region also has the highest number of disability support pension recipients in Queensland, nearly double the national average and public transport is limited to non-existent in many areas.

In response to the transport challenges we have continued to provide easy and convenient access to our services through the operation of six sites across the employment services area in Gympie, Kingaroy, Murgon, Tin Can Bay, Rainbow Beach and Nanango.

We employ 22 Employment Coordinators across these sites, who are responsible for providing individual support for 60 - 100 jobseekers each.

Every jobseeker requires various degrees of vocational and non-vocational assistance as a direct progression towards employment.

We currently have four Employer Liaison Officers on staff who provide a direct link between potential employers and our services.

These officers regularly meet with local employers to discuss:

- » Their specific recruitment requirements to meet their business needs.
- » Job opportunities for specifically skilled jobseekers to enhance their business.
- » New government incentives and how they can access them.
- » Industry workshops.

## What we have achieved:

This year we continued to support the Local Employment Coordinator through our involvement on the Building Australia's Future Workforce Committee. CTC provided direct input into the establishment of the Regional Employment Plan which works in conjunction with local Councils' Economic Development Plans for the area.



Above: Angie Fisher, Employer Liaison Officer.

## "We are actively involved in helping our jobseekers in the community"

- Julie Barry, Employment Coordinator.

We have assisted over 3000 jobseekers across all sites through Job Services Australia. In addition we have utilised complementary projects, such as flood recovery and work placements to ensure ample training and employment opportunities for our jobseekers. Over 100 jobseekers acquired significant training and work experience as a direct result of these projects.

A key component in the successful delivery of these projects was CTC's partnership with community groups, local, state and federal governments, industry councils, employers, not for profit organisations and registered training organisation to meet the communities' flood recovery needs.

In August we partnered with the South Burnett Regional Council to provide a Jobs Skills Development Officer to coordinate flood recovery projects in the area. CTC's vast knowledge of the local area, the ongoing flood effects on those most at risk and our labour market or employer linkages played a significant part in the success of this role.

We have been a proactive member of the Jobs Skills Development Committee in the South Burnett and Gympie. Our involvement has enabled us to deliver numerous projects across the region in addition to main stream work placement activities.

Community Projects Included:

**Mt Wooroolin & Gympie Green Army Flood Recovery Project** - August 2011

Both of these projects were fully funded by the State Government and provided immediate flood recovery to public areas in need of repair.

The Mt Wooroolin project involved the building of a walking path up the mountain to repair wash out. The participants also built a new barbeque, shelters and they cleaned up the lookout for public usage. This project's achievements were due to the dedication of the 10 participants and their supervisor, Dave Little.



Above: Valerie Mathews DEEDI, Greg Griffiths South Burnett Regional Council, Dave Little Project Supervisor, Barb O'Hanlon Employment Service Manager with Green Army participants and DEEDI Director General Ian Fletcher.



Above: Walking path constructed as part of the Mt Wooroolin Green Army Project.



Above: Natural Disaster Flexible Funding Pool - Jails to Jobs fencing project.



Above: Jail to Jobs Project - construction of a new art precinct in Cherbourg, near completion.

The Gympie Green Army project involved working in partnership with the Cooloola Regional Council to undertake the onerous tasks of flood recovery in Gympie, Rainbow Beach, Tin Can Bay and surrounding areas. There were 10 participants on this project being supervised by Mark Teeling.

#### Family Wellness "Participate in Prosperity" Project - October 2011

This project has successfully supported and assisted 10 jobless families in the Nanango area to address some of the barriers they face in breaking the unemployment cycle.

Coordinator, Liz Geppert, has provided all forms of support from budgeting, referrals to professional support services, mentoring, training and career advice. The duration of this project was 12 months.

#### Jail to Jobs - Job Preparation Support Project - February 2012

This project was a direct result of a previously highly successful "Prison Release Support Program" that finished in September 2011. This program has provided transitional support and services when ex-offenders are at their most vulnerable. The Job Preparation Project has provided one on one support to over 60 ex-offenders or persons identified as "at risk" of re-offending.

#### Natural Disaster Flexible Funding Pool - Gympie AFL and Parks Rebuild Project - February 2012

CTC worked in partnership with Skills Alliance and the Cooloola Regional Council to rebuild the Gympie AFL Club House and repair some of the flood affected public areas within the Gympie region.

CTC coordinated the management of 10 long term unemployed participants and their supervisor, Simon Vivic for a period of 20 weeks. Funding for participant wages was provided by the State Government, Department of Education, Training and Employment.

#### Natural Disaster Flexible Funding Pool - The Mary Valley Natural Disasters Project - February 2012

CTC worked in partnership with Conservation Volunteers Australia to provide 10 participants the opportunity to access paid employment. Funding for participant wages was made available through Green Army Flood Recovery with the Department of Education, Training and Employment.

The project provided Certificate II in Horticulture to all participants while using the recovery effort on the banks of the Mary River as the work placement to put the theory into practice.

#### Murgon CBD Parkland Project - March 2012

CTC again partnered with the South Burnett Regional Council to successfully achieve an upgrade to the Murgon CBD. Ten participants, supervised by Roy Owens, demonstrated their work ethics and skills in a very public arena in the middle of town for a period of 14 weeks.

The participants completed minor construction on public seating, concreting of paths, establishment of garden beds and tree planting.

### Nanango Community Parks and Clubs - Green Army Flood Recovery Project - April 2012

Ten participants supervised by Ray Bugg, worked in partnership with the South Burnett Regional Council's Parks and Garden unit to recover flood damage in public areas such as Pioneer Park. The participants also assisted the Nanango Sports and Bow Hunters Association with club house repairs and grounds maintenance.

### Natural Disaster Flexible Funding Pool - Jail to Jobs Project - April 2012

The "Jail to Jobs" Project was established to assist Indigenous ex-offenders or those at risk of re-offending to gain skills in agriculture and construction while addressing the Cherbourg community's rebuild and recovery after the January 2011 floods.

The 10 week project achieved the construction of the new Art Precinct in Barambah Street Cherbourg and the repair and replacement of over 10 kilometres of public fencing. All 30 participants received either a Certificate in Agriculture or Construction. We were also successful in gaining funding through the Local Employment Coordinator to provide additional training in the form of "Working at Heights" and "Confined Space" through the Nurunderi TAFE to increase participants' employment possibilities within the resource sector.

### Resource Sector Training Programs - Bridgeworks Narayen Project & Energy Skills Queensland

CTC Employment Services ensured their jobseekers had access to resource sector training through the support of the Narayen Project and drilling or camp operation training through Energy Skills Queensland. Both these programs provided a simulated resource sector environment for jobseekers looking for industry tasters.

These diverse projects and programs have provided a vast array of opportunities for jobseekers to learn new skills, gain qualifications, maximise employment avenues and further participate actively in addressing the community's needs.

All these projects have complemented our main business of Jobs Services Australia to the benefit of our jobseekers and the community. Our demonstrated commitment and continuity to provide a high level of service was rewarded with a business roll over offer in April from the Department of Education, Employment and Workplace Relations to continue to provide Job Services Australia until June 2015.

### Indigenous Employment Program

We were successful in tendering for the Indigenous Employment Program 2012 - 2015 Employment Panel (IEP).

The objective of the program is to increase Indigenous Australians' employment opportunities demonstrating the Government's commitment to halving the gap between Indigenous and Non-Indigenous Australians in the next 10 years.

The IEP supports a broad range of activities that are responsive to the needs of employers, Indigenous Australians and their communities.

### Labour Hire Services

Another successful tender was that of our labour hire service to provide temporary administrative staff to the Stanwell Corporation in the South Burnett.



Above: Marilyn Bird, Employment Services Murgon.



Above: Gympie Careers Expo.

Our labour hire services have continued to grow and provide convenience to many of our employers in the local area. Labour hire also provides a "foot in the door" for many of our jobseekers.

### Jobs and Skills Expos, Industry Workshops and Career Expos

These initiatives have provided information, career direction and employment or employee access for employers and jobseekers.

CTC Employment Services supported the Gympie Jobs and Skills Expo held on 25 May 2012. We provided two buses which ran from Nanango through to Gympie ensuring the South Burnett jobseekers were able to access all job opportunities. CTC boasted the highest number of vacancies on the job board on the day!

Monthly Industry workshops held at both the Gympie and Kingaroy sites involve guest speakers including employers, Registered Training Organisations and industry specific services such as local Apprenticeship Services.

Jobseekers who are interested in specific industries are encouraged to attend. This gives jobseekers and employers the opportunity to speak openly about their individual expectations while providing an open employment opportunity. Our most successful workshops have included our regular mining industry and police recruitment workshops.

CTC Employment Services currently have 42 experienced, skilled and dedicated employment services staff across the ESA. We have four Certificate III in Business Trainees, setting an example and demonstrating our commitment to up skilling our jobseekers for the future.



Above: Gympie Employment Services Team.



Above: Kingaroy Employment Services Team.



Above: Murgon Employment Services Team.



Above: Tin Can Bay Employment Services Team.

## Challenges we faced:

Due to the economic climate of our region we often experience a lack of jobs available for unskilled or semi-skilled jobseekers. As per our region's demographics there is an exceptionally high percentage of our population who have not completed senior schooling or tertiary studies. As a result there is a definite shortage of trade qualified jobseekers in the areas in which we operate.

Finding the right job for a jobseeker can take time. There is very little to no public transport in the area combined with a vast array of social and economic challenges. Factors such as where a jobseeker resides, if they have suitable housing, a vehicle or access to a vehicle, their family situation, if they have an alcohol or drug dependency, the state of their physical or mental health or something as basic as the clothes in their wardrobe, can all impact on their ability to achieve sustainable employment.

## Future Initiatives:

Later in the year we attended an information session about the changes to the 'Skilling Queenslanders for Work' program. Unfortunately this program will not be funded in the future. As a result CTC is currently considering ways we may be able to implement a 'like' program for our jobseekers through partnering with local community groups and our regional councils. We also hope to gain funding through other avenues.

## A Message from our Employment Services Trainees

### Administration Trainee

I began my traineeship with CTC Employment Services Gympie in May 2012. I was quite nervous to get back into the work force after being a stay at home mum for two years but my nerves were quickly calmed with the welcome and ongoing support that I received from the staff members.



I have enjoyed being able to learn a vast range of skills such as helping Job Seekers and expanding my customer service skills, producing business documents and spreadsheets and working with the financial side of Employment Services.

In the future, I wish to continue working for CTC and expand my knowledge and skills, and hope that what I learn within this organisation will assist me to start and run my own business. Thank you to CTC for the awesome opportunity to work for them!

- Shae Gilliland

### Administration Trainee

Being out of employment for six months prior to CTC, I was extremely nervous on my first day in March 2012. Team Leader, Debbie Nicolai quickly took me under her wing introducing me to the team, showing me around our workplace and encouraging me to express myself as an individual.



Within my first week of employment, I had formed friendships and felt very welcome.

In May, I was lucky enough to move into a higher level of Administration assisting our Employer Liaison Officers.

I found this change very exciting and although challenging I have enjoyed being involved and feel more confident in communicating with employers, jobseekers and other staff.

This experience has opened up various future job possibilities. Upon completion of my traineeship, I would love to continue with CTC in an Administration Support role or better yet explore the role of an Employer Liaison Officer.

I believe CTC has helped me to grow as an individual and gain a better understanding of this kind of working environment. I would like to thank everyone at CTC and look forward to making this my career.

- Clarissa Holzapfel

### Administration Trainee

Throughout my traineeship I have gained many valuable skills which will help me pursue a career in Administration.



This has been my first full-time job and I particularly enjoy working with such a great team.

I thoroughly enjoy assisting clients by answering their questions, helping with their resumes, helping them in the job search room and making sure they receive excellent customer service.

I have received extensive help from all staff members, as well as the TAFE with both the practical and theory sides of the course. I plan to use my Certificate III in Business Administration next year by obtaining a Reception/Administration Assistant role.

- Kahlie Rauert

### Administration Trainee

During my time as a trainee with CTC Employment Services, I have been given the opportunity to work within an amazing team and have gained both confidence and new skills.



Key skills and experience I have gained include improved phone manner, organisational skills and customer service. I enjoy the challenges presented by my role, and helping employers to find 'the right person for the job'.

The qualification and skills I am gaining while completing my traineeship will give me a greater opportunity to further explore the Administration field in the future.

- Jade Collins

### School Based Administration Trainee

My experiences at Gympie CTC Employment Services over the past year have left me with so many good memories e.g. the happy, enjoyable, fun, yet productive environment. These memories I will cherish for the rest of my life! CTC took over my traineeship which started in Mackay after personal circumstances saw a relocation to Gympie.



It was hard enough leaving my friends in Mackay and also believing that I was going to lose my traineeship, but CTC gave me the second chance I needed to help me complete my study. Barb, Debbie, Janelle and all the staff have taught me so many skills that I will use throughout my career.

CTC is an awesome organisation and I wish to thank them for giving me this head start and taking the time and the patience to teach me further skills relevant to my chosen work path.

- Callan Anderson

# partners in foster care



*Left to Right: PIFC Team Susan Jerome, Jayne Deshon, Brenda Brown, Tia Poutama, Kate Robarts, Alison Doherty and Katrina Manion.  
(Absent: Kellie Seng and Colleen Bishop).*

Foster and kinship carers provide stability and protection to vulnerable children at risk of harm.

The PIFC team recruits, trains, assesses and supports foster and kinship carers.

During the year we have.....

- » Enhanced our Recruitment Strategy.
- » Facilitated various training and learning opportunities for our carers.
- » Treated our carers to events that have acknowledged the invaluable service they have provided to our community.
- » Offered a respite service to our carers when and as required.

## Have you ever considered opening your home and heart to a foster child?

Currently there are more than 8,367 children in Queensland aged 0-18 years who live away from home. Over the year, the number of children in out of home care has significantly increased from the 8,063 children living away from home recorded in 2010-2011.

*\*Source: Queensland Government Department of Communities, Child Safety and Disability services - Child Safety Services - Summary of Statistics.*

The continued demand for foster or kinship care is partly ascribed to increases in family breakdown, reported child abuse and drug or alcohol misuse amongst parents.

Partners in Foster Care (PIFC) was established in 2006 as the only non-government agency in the region providing licensed 'Foster and Kinship Care' and a 'Specialist Care' service for children and young people aged 0-18 years, subject to Child Safety intervention. Our core role is to provide vulnerable children with a safe and caring home until they can return to their own family.

The PIFC team recruits, trains and assesses carers. Recruitment of foster carers is a comprehensive process incorporating a four day training course developed by the Department of Communities (Child Safety) and delivered by PIFC and the Department.

This training focuses on the context of foster care, understanding a child's past, early days in placement and working together to achieve quality care. At this time a pre-service assessment, "Application for Approval" and the relevant security checks are undertaken.

A PIFC Support Worker then conducts an assessment interview with the potential carer, their family members and other relevant persons or external agencies such as the family's medical practitioner, referees or schools, ensuring a thorough assessment is undertaken.

A report is compiled and submitted to the Department for consideration. Both PIFC and the applicant will receive written notification of the assessment outcome. If successful, the carer will undertake a general induction prior to accepting placement of a child and be appointed a Support Worker who will conduct regular home visits. The purpose of a home visit is to support the carer and provide information that will assist with the child or young person currently in their care.

PIFC receive referrals directly from the Department whenever a child is to be removed from their family home due to the risk of harm or suffering harm. PIFC play an essential role in matching the child with a suitable family. The PIFC team members will work together to ensure the best possible outcome for the child.



*Above: Kate Roberts, PIFC Support Worker.*

**"They personalise care, it's not just about the child but the carer too"**

*- Foster Carer.*

Often the team is racing against the clock to identify the right fit, make contact with the carer to gauge availability, discuss capacity and make an informed decision prior to accepting or rejecting the placement.

The matching process is conducted in accordance with the legislative requirements, considering a number of factors such as the age and culture of the child, the experience of the carers, their location and distance from the child's school, whether the child presents a risk to others and the carers' capacity to supervise or manage the behaviours of the child, case plan goals, lifestyle and personality, the wishes of the child, their health needs, past experiences or the carer's socio-economic situation.

The Aboriginal and Torres Strait Islander Child Placement Principle recognises the importance of Aboriginal and Torres Strait Islander children and young people to be cared for within their own families and communities wherever possible, and the importance in remaining connected to their family, community and culture.

The Child Placement Principle is a legislative framework that guides our service when making a decision about where an Aboriginal or Torres Strait Islander child or young person should live if they are placed in out-of-home care.

With six Support Workers and a caseload of over 120 children in care across the South Burnett, our team strives to provide holistic care for children and young people in the Child Protection system. By developing a comprehensive understanding of our carers' strengths and identifying children's needs the team is able to make clear, thoughtful and professional decisions that enhance a child's life and give them every opportunity to reach their full potential.



Above: Alison Doherty, PIFC Support Worker.



Above: Tia Poutama, PIFC Team Leader.

## What we have achieved:

PIFC has grown in leaps and bounds in 2011/12. Our licensed capacity has significantly increased from 90 to 120 placements and an additional two Support Workers joined our team later in the year.

### Recruitment

We focused on enhancing our recruitment process in response to the heightened demand for foster carers in the region. Our strategy was to take our foster care program to the community, rather than asking the community to come to us.

We facilitated a travelling Road Show Recruitment Drive; something quite different to our traditional methods of recruiting. The team took the drive across the region to the communities of Goomeri, Murgon, Wondai, Kingaroy, Nanango and Blackbutt.

Through advertising, letterbox drops and word of mouth we conducted an Information Session in each town with an open invitation to everyone to come along. As a result we successfully recruited 15 applicants who progressed through the entire process and are now approved carers looking after children.

### Training

PIFC is committed to providing training courses and learning materials that are accessible and relevant to all of our foster carers. By providing suitable learning opportunities, we are helping carers to improve their knowledge, refine their skills, establish positive values and acquire a greater understanding of child development and care.

“You feel so supported, like you are walking alongside them. The Partners team is fantastic”

- Foster Carer.

Training is often delivered amongst a group, allowing carers to share and reflect upon their own experiences whilst networking with each other.

Each year we prepare a training calendar which is provided to all carers who are welcome to attend. We held four pizza nights, offering a family dinner and babysitting afterwards so that carers could participate in a two hour training session on topics including Family Contact, Connectedness, Reunification and Teamwork.

We believe adequate training and support assists in preventing placement break down and retaining foster carers.

During the year we held a number of sessions in different areas of the region concentrating on Transforming Care, Understanding the Effects of Attachment, Understanding the Effects of Trauma, Therapeutic Crisis Intervention, Culture Awareness, Loss and Grief and Foetal Alcohol Syndrome, to name a few. All training was enjoyed by carers who attended.

### Specialist Program

From 2006 to 2012 PIFC was funded by the Department of Communities (Child Safety) to provide four foster care placements for children and young people aged 0-18 years, who displayed typical characteristics of complex to extreme needs.

The Specialist Program is to be renamed from 1 July to Intensive Fostering Support Program.

### Caring for our Carers

During the year we held a number of events to acknowledge the invaluable service our carers provide to our communities. The children's Christmas party was held at the Pulse in Murgon and was attended by over 250 children and adults. The celebrations included various activities from cake decorating, electronic games, sports, dinner and a special visit from Santa. The evening concluded with an evening disco.

We celebrated Foster and Kinship Carer Week, spoiling our carers with a High Tea and goodies packs. Child Safety and PIFC staff worked together serving the carers as we felt our carers “serve the community”.

PIFC has continued to negotiate and organise respite for primary carers when and as required. Carers may need respite due to family commitments, medical appointments or at times, they may just need a rest. During these times we will contact the Department for approval, negotiate pick up and drop off times and ensure the needs of the child are met during respite.

An integral component of our support process includes liaising between the Department and carers. This may vary from following up on paperwork to assisting with a child's case plan, what school they should be enrolled in, attending meetings with the carer to ensure they are able to advocate for the child's needs.

Our staff are on call seven days a week, 24 hours a day, on the ground and ready to help the child and the carer. During times of crisis or difficulty PIFC has continued to support our carers to overcome the challenges, providing a friendly place to turn to.

### Reunification

Foster care is temporary; it is not meant to be forever. Children usually continue to visit their own families until they may be reunited. As a result a number of children were happily reunited with their family during the year.

## Challenges we faced:

The journey may not always be easy but it can be very rewarding.

Sadly, the provision of home-based care is under considerable strain. PIFC undertook a carer mapping project in conjunction with the Department. The project identified the average age of carers in the South Burnett is 51 years with many carers aged over 60.

While it is reasonable to place children in a household with older carers, some children are coming into care from birth and are expected to stay in care for up to 18 years. We have found many carers are unwilling to commit to long term knowing they may be raising teenagers well into retirement.

The pool of potential foster carers appears to be decreasing. We have found recruiting younger carers to be challenging due to other commitments such as employment, personal finances and their family responsibilities. They are often concerned about the possible disruption to their other family members, the fear of challenges associated with difficult children or the associated costs. The increasingly complex needs of children requiring care discourage some people from becoming foster carers.

At times, foster carers may not know how long they'll be looking after a child in care. This uncertainty can contribute to feelings of instability for everyone – biological parents, children and foster carers. Requirements for care may vary from a matter of days to a more permanent arrangement, depending on the biological parents' situation.

A significant challenge we face is finding suitable care for large sibling groups. Although every effort is made to try and keep them together, at times it is impossible. Sadly, dividing a sibling group amongst a number of carers can negatively affect the emotional wellbeing of the child.

“They are always so reliable; if they say they will be there they are, no matter what time of the day or night”

- Foster Carer.

Fostering is one of the most satisfying ways a person can contribute to the lives of children and young people, and although it may not be for everyone we are committed to providing the information needed to make an informed decision about becoming a carer.

Foster and kinship carers are truly remarkable people and we would like to take this opportunity to acknowledge the invaluable service they provide to our community. They have continued to open their doors to children of all ages, from all kinds of backgrounds and welcome them into their families. We thank them for their commitment to helping others.

“What they do for children and young people is just great”

- Foster Carer.

## Future Initiatives:

Whilst PIFC has had marked growth in placements, approved carers and staffing levels, the service is still delivered from our original building. We plan to investigate building opportunities to meet the needs of our service activities.

As a priority, PIFC staff have actively sought kinship carers for those children who are unable to return home. Due to the difficulties experienced in recruiting foster carers we have become actively involved in a kinship workgroup considering more options for kin.

We are in the process of developing a carer training program that is more individualised.

As the new financial year approaches, the Department has rolled out the new Complex Support Needs Allowance that will replace our Specialist Foster Care system, this making the Department responsible for the therapeutic support needs of children and young people with complex to extreme needs.

We have identified the need for a Family Contact Centre in the South Burnett. Often family contact is conducted in public spaces. For a variety of reasons this isn't always the best option for the child or the biological parents. We would like to provide a safe, friendly and neutral space that offers parents the opportunity to prepare a meal, play and enjoy each other's company. We do hope to investigate this venture further.

# residential care



*Above: Sarah Herbohn, Residential Services Office Manager.*

Residential Services provide safe care, support and opportunities for the growth and personal development of children and young people.

During the year we have...

- » Continued to provide 24 hour care and intensive support seven days a week to 12 children/young people at any one time.
- » Established two Temporary Placements to house 8 children.
- » Worked in partnership with local schools and community groups.
- » Recruited and trained a number of Residential Support Workers on staff.
- » Organised a number of camping trips and excursions that have been enjoyed by all.



## All children have the right to be reared in a caring, supportive and safe home environment.

CTC Residential Services is a program that caters for children or young people who are unable to reside with their families or foster carers due to a range of factors.

The Department of Communities - Child Safety Services, refers children or young people who would benefit from the intensive support of a residential environment.

Often these young people are completely disengaged from their family, their school and the community when they come to us. Our goal is to support them to overcome the trauma they may have faced in the past, manage their associated behavioural issues and build resilience and independence. Where possible, we work with the Department to reunite the young person with their family.

The role of Residential Services is to provide a structured, nurturing and safe home environment that supports growth and prepares the young person for the next step in their life, whether it is living with family, living with foster carers or moving to independence. The Residential team plays an integral role in supporting the young person to conquer their individual barriers, build self-esteem and develop community belonging.

We strive to maintain a 'normal' home environment with a similar routine to that of their family home. This provides opportunities to gather life experiences, create positive childhood memories and stimulate interest in activities or hobbies such as sport, arts or craft.

### What we have achieved:

Throughout the year, we have continued to operate the FIAR House Service (Fostering Independence and Resilience), providing a home away from home for four young people aged 12 – 17 years.

In addition, we have operated two Temporary Placements (TPs). These sites are temporarily established to meet a particular need. They are reviewed on a regular basis and our service works closely with the Department and other key stakeholders to support these children and successfully move them onto the next stage of their life.

We work with the Department, therapists, schools and other stakeholders to provide therapeutic support and active involvement in education, social and recreational activities.

Just as in any household, the children pursue their interests whether it is soccer, swimming or guitar and have day trips to the park or the Bunya Mountains for picnics.

Every school holiday, all children go camping and experience the outdoors in a supported environment, giving them new experiences and opportunities to form positive social relationships.



*Above: Shaun Bliesner, Team Leader - Coordination & Compliance Support*

### Challenges we faced:

In order to deliver this service we need to find appropriate housing. This can be a difficult task when we are trying to place a large sibling group as we are often unsure of the timeframe that we may need to care for the child/sibling group.

Throughout the year we have developed strong business ties with local real estate agents to lease suitable properties.

At times our children may be louder than usual. Due to the confidentiality of these situations it is difficult to ask our neighbours for their understanding. As a result many people remain sceptical or unsure about the service we provide. We have found overcoming misconception and prejudice within our community is a constant challenge.

The Residential Services team faces daily challenges. Our staff must be commended for their good work, calm demeanour and genuine passion for good outcomes for every child.

### Future Initiatives:

Our aim for the future is to continue meeting the need in our community.

# disability services



*Above: Chris Thompson, Gumnut Place Laundry Employee.*

CTC Disability Services aren't just about today, the services we provide are aligned to our 'think big' approach and our commitment to enhancing the lives of people with a disability.

During the year we have...

- » Provided 37,500 hours of support to 87 people with a disability across the region.
- » Provided carers with respite.
- » Facilitated various social gatherings for people with a disability.
- » Refurbished Gumnut Place.
- » Secured the construction of accessible housing in Nanango to occur over the next year.



## We value and support each person as an individual, empowering them to live the life they choose.

Our respite service, Community Respite Options South Burnett, commonly known as CROSB was established by an active group of families of people with a disability in 2002. Since then, we have seen a tremendous change in the support options available within the region.

CROSB provides a range of in-home and community based services that are tailored to the preferences and needs of the person with a disability and their family. We offer individualised support and meaningful engagement in socially valued activities for people aged 0-65 years.

Support may vary from assisting a person to maintain daily living skills in their home, to helping with the weekly grocery shopping, paying bills or going to the bank. We also encourage and support our clients to participate in community groups or activities such as art classes or exercise.

We understand at times carers need a rest too. CROSB House is a beautifully restored three bedroom home, complete with landscaped gardens, games room and timber deck, offering a home away from home for clients with support needs. This service offers 24 hour care to our clients during the time of their stay, providing the family or carer with a weekend of respite whilst knowing that their loved one is in good hands. The house provides a caring and individually focused environment where people with a disability can enjoy a variety of recreational and leisure activities.

Based in Murgon, The Gumnut Place known simply as Gumnut, is an Australian Disability Enterprise that complements our suite of Disability Support Services. Gumnut provides supported employment opportunities for 20 people with varying disabilities, physical or intellectual. We operate a commercial kitchen, woodwork shop, engraving/trophy making, secure document destruction and commercial laundry service.

Paid work in any circumstance provides an individual with a sense of pride and a genuine feeling of purpose and belonging. For people with a disability, employment is a big step towards independence.

Through building relationships with their colleagues and undertaking tasks in return for a wage, a person with a disability may look to their future with confidence.

Walking into Gumnut is like no other business around, it's a hive of activity with a number of friendly and helpful people eager to help you. Each person knows the importance of the part they play and they certainly aren't afraid of hard work.



*Left to Right: CROSB Team, Jane Sims, Amanda List and Nicole Slater.*

**“I enjoy having the opportunity to be a part of our client's lives, lending a helping hand to build their confidence and self-esteem”**

*- Jane Badior CROSB Support Worker.*

## What we have achieved?

### Accessible Housing

CTC owns two purpose built units for people with disabilities in Thorn Street, Kingaroy. Daily visits from our CROSB Support Workers assist these tenants to live independently.

The support provided may vary from just checking in to ensure they have taken their medication, assisting with the daily routine of the household, meal preparation or going to town for various errands.

At 'Simmo's Place' we assist two young men to live in their own home. 'Simmo's Place' is a duplex owned jointly by CTC and the Simmons family. Although these men don't require 24 hour care, our Support Workers visit daily to assist wherever needed.

Their neighbours are a young family who happily lend a hand whenever required. CTC acknowledges this family's community spirit by subsidising their rent.

### CROSB Supporting People's Abilities

During the year CROSB has employed 30 Support Workers who have provided 37,500 hours of support to 87 people with a disability across the region.

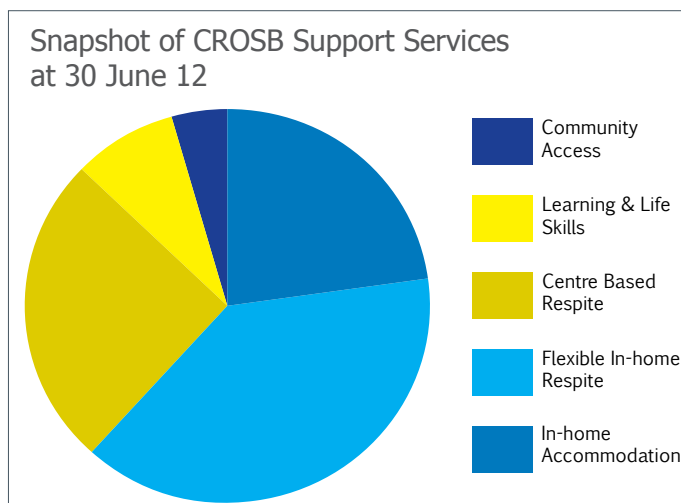
We believe that all people with a disability have a right to equality and to engage, contribute and benefit from the riches of their community. When out and about, our Support Workers dress like everyone else. We don't have uniforms or name badges that distinguish we are assisting someone with a disability. We believe their disabilities shouldn't change the way they are perceived by others. We are there to help and make that person feel like they belong to their community.



Above: CROSB House.



Above: CROSB House.



Our team has been actively involved in linking CROSB clients into our different communities through local events, community groups and activities. This has contributed to raising awareness about people with a disability within our region whilst encouraging friendships and the development of external support networks. People with a disability certainly bring a greater dynamic to a community group, offering a pool of talent, new ideas, life experiences and a unique approach.

Throughout the year we have continued to facilitate a Young Men's group, a Mature Men's group and a Women's group, specifically aimed at linking people with a disability with our community.

These groups meet once a month for a social gathering. Events have varied from a barbeque dinner at CROSB House, to sharing a meal at a local restaurant, Zumba classes, lawn bowls and pizza evenings. These gatherings are open to everyone in the community providing opportunities to build friendships and support networks with others. Many of the people who attend now catch up regularly in their own time to meet for coffee or go to the movies.

This year we held a 'Pot Luck Dinner and Christmas Party' for all groups at the Kingaroy Town Common Hall. It was a great way to celebrate the festive season with everyone bringing along their families and something to share for the meal. With over 40 people in attendance, this event provided a great opportunity for people with a disability and their families to meet others, share their experiences for the year and enjoy the festive season.

During the year, the CROSB team has provided care to two brothers with a disability, 24 hours a day, seven days a week. As a result we have enabled the brothers to enjoy life and experience new opportunities such as attending local art classes. Recently, one of the young men has obtained open employment, a significant milestone in his life.

We appreciate that caring for someone with a high needs disability is a full time job; and sometimes our carers need time to care for themselves. They are remarkable people who often put their own needs aside to care for their loved one. CROSB has continued to provide in-home flexible respite to 46 people with a disability and their families.

This in-home respite provides the primary carer with 2 – 4 hours of free time per week, whilst one of our Support Workers maintains the normal routine of the household. We believe self-care is extremely important in maintaining a positive and healthy home environment for the family. Regular respite for the carer assists them to cope by maintaining their own personal health and wellbeing.

Our 'Learning and Life Skills' program teaches people with a disability how to live independently in their own homes. A particular focus of the program is assisting with meal planning and preparation. This involves working with the person to develop a weekly meal plan by looking at picture recipe books purpose designed for people with a disability. All cooking utensils in the person's home are colored coded to match the recipe instructions, for example a cup might represent a red cup in the kitchen. This assists the person to compile a nutritional meal on their own.

A scheduled audit of our service and practices was undertaken in February by BSI. Although we have been conducting our service in accordance with the contract and legislative requirements, the audit provided further opportunities for our staff to look at the bigger picture and the overall direction of our service, successfully identifying future initiatives and opportunities for growth and improvement.

We have continued to seek input and feedback from the people who use our services. Throughout the year we have carefully aligned our services with the needs, preferences and goals of our service users. Our constant aim has been to positively contribute to a normal and natural pattern of life in the community and advocate for people with a disability. We strive to build inclusive communities where all people, regardless of their disability, participate and belong.

“It's an honor and a pleasure to help people with a disability”

- Eri Carey, CROSB Support Worker.

### The Gumnut Place

Gumnut is essentially a business just like any other, but with the addition of enhancing the lives of people with a disability. Before joining the CTC family in 2007, Gumnut operated at a loss, inhibiting improvements and business growth.

We are a not for profit organisation who has always put the best interests of our clients and our community before all else. Our Board and Management Team have identified the potential to develop Gumnut into a sustainable business and have agreed to continue funding the operations.

During the year we have concentrated on building upon Gumnut's foundations to create a sustainable business entity that will be capable of operating for many more years to come.

We have committed the time and support in ensuring sustainability into the everyday operations of our business. Indisputably, our teams create quality products and services, ranging from fresh home style cooking, to professional laundering, hardwood timber pallets, elaborate trophies and so much more. We offer products that are handmade, home grown and Australian, and believe there is a great potential to grow our business. Securing the future of Gumnut ensures long term employment opportunities for people with a disability.

Our commercial laundry service has continued to grow due to ongoing demand from an increasing number of local motels. We have also continued to launder Thiess (local mine operators) work uniforms every day and would like to thank Thiess for their support throughout the year. In March we purchased and installed an additional industrial washing machine and dryer.

Although this required a significant upgrade to Gumnut's electrical switchboard it has proved to be a great success, enabling us to double our outputs and diversify our customer base.

This year, we specifically focused on improving the facilities at Gumnut for our supported employees. Through kind donations from Stanwell Corporation, Thiess and significant contributions from CTC we were able to transform the common room and grounds into fresh, newly painted and decorated spaces. Our CTC Day provided an opportunity for all CTCers to learn more about Gumnut and their services, whilst offering their time to make over the facility. Since the makeover, our teams particularly proud of their surroundings and are enjoying the new spaces.

The Wood Workshop has continued to manufacture export quality fumigated timber hardwood pallets. This year our hardworking crew produced over 17 000 pallets for Murgon Leather Pty Ltd, a wholly owned subsidiary of Teys Bros (Holdings) Pty Ltd. The pallets are used to export hides around the world.

We would like to thank Teys Bros for their continued support throughout the year. We also supplied Thiess and a number of local surveyors with timber blast and survey pegs. Thiess was by far our largest customer purchasing over 27 000 pegs this year.

Our kitchen crew has worked together sharing ideas, recipes and concepts to expand their menu, offering a selection of baked sweet treats and venturing into many fresh meal options such as lasagne and quiche. The healthy vegetable patch and herb garden on site has continued to supply the kitchen with a variety of fresh produce making what we provide a little more special. The team has been actively thinking about ways we could improve our packaging and considering how we could market our products outside the region. We have continued to supply our products to the Murgon IGA, numerous community groups and local organisations.

Our trophy and badge making service has continued to provide a number of local sporting organisations and community groups with elaborate trophies and professional name tags. The secure document shredding is a popular service regularly used by local organisations.

We have continued to provide daily transport for our 20 supported employees from all over the South Burnett region so that they can easily come to work and return home safely every day.



Above: Kris Colgan, Gumnut Trophy Making Employee.



Above: Lindsay Tomsen, Gumnut Kitchen Employee.



Above: Annette McCorry, Kitchen Supervisor and Jennifer Bramley, Support Worker.



Above: Daniel Ellwood, Gumnut Place Workshop Employee.



Above: Kevin Gill, Workshop Supervisor.



Above: Harry Steiner, Support Worker.

## Challenges we faced:

We have been inspired by the challenges arising and future initiatives proposed with the Government's National Disability Insurance Scheme (NDIS).

We have actively participated in a number of workshops and conferences. Through attending these, we have identified the need to investigate further marketing opportunities to sell our service to our surrounding community. In light of the proposed NDIS we are conscientiously looking at our service and capturing new opportunities.

## Future Initiatives:

We have engaged an external consultant to assist in the preparation of a new business plan for Gumnut in consultation with key staff and Management. We hope this plan will cement the future direction of Gumnut and identify practical strategies to grow our business.

In consultation with staff and customers, we are currently reviewing our product range, investigating options to expand or further refine our products. We have commenced a comprehensive review of the production costs compared to the selling price.

### Heritage Lodge

Heritage Lodge is an exciting new project for CTC. Concept drawings have been prepared to build accessible housing in Nanango for people with a disability similar to what we currently have in Kingaroy. We would like to thank and acknowledge the generosity of Heritage Nanango Community Funding Ltd who have kindly committed \$200k toward the construction costs and South Burnett Regional Council for the long term lease of the land.

# children's services



We believe what we invest in quality care will pay long term social and economic dividends for our community. Clearly, nurturing relationships, good health, nutrition and exercise prepare our children for a vibrant and sustainable future.

During the year we have...

- » Purchased Nanango Childcare Centre.
- » Established a Pre-Prep Program in accordance with the Queensland Kindergarten Learning Guidelines at Community Kids.
- » Undertaken various capital works across our sites to improve our facilities.
- » Introduced the early years learning framework 'Belonging, Being and Becoming'.



Above: Jodi Bleakley, Assistant Childcare Worker during sleep time.

## Our future lies with our children. Research shows the first five years of a child's life are fundamental to their successful development and wellbeing later in life.

CTC has always recognised Nanango as an area in need of more community services. We initially established our Community Kids program in 2009 in response to a request by the Department of Communities, offering out of school hours care and vacation care. The Department offered CTC a free lease of the refurbished former pre-school with the expectation that CTC must establish a Community Hub that focussed on the needs of young families.

The Hub was to be funded at our own expense. Despite being aware that it would cost significant time and money to establish the Hub, CTC felt the opportunity to make a real difference to the current and future welfare of vulnerable children and families in the area was simply too good to miss.

Community Kids offers families flexible care options for primary school aged children to enjoy unstructured play and stimulating activities that help prepare them for their day ahead. We also assist with homework in the afternoons and provide nutritional snacks.

During late 2011, CTC applied for a license to operate a pre-prep program from the existing Community Kids premises. We felt the second building on site could be used more effectively by operating an accredited Kindy during the day. Local primary school principals and teachers had identified the negative impact the lack of such programs has on the readiness of children entering the school system and their subsequent learning experiences.

To gain the license we had to complete various alterations, including the construction of a new fully shaded sand pit, additional fencing and adjustments to the existing bathrooms in accordance with the standards. CTC invested significant funds into purchasing new equipment and learning materials, as well as employing a registered Early Education Teacher as per the Queensland Kindergarten Learning Guidelines.

## What we have achieved?

During winter 2011, we investigated the feasibility of purchasing the Nanango Childcare Centre (NCC) as a further means of addressing the ongoing shortage of quality care places and to achieve economies of scale and potentially sufficient funds to assist in financing the Community Hub. The purchase was finalised in late December.

In January we successfully introduced the early years learning framework 'Belonging, Being and Becoming' across all of our services. This framework provides an opportunity for educators to develop a clear focus about children's learning and wellbeing, incorporating families and the surrounding community into the curriculum.

Our school age care educators have implemented the 'My Time Our Place' framework. Educators have collaborated with children to provide play and leisure opportunities that are meaningful and support their wellbeing, learning and development.

We introduced a regular newsletter and feedback system to improve communication between our staff and parents. Feedback and input from our parents is very important as we are continually striving to improve our services for the benefits of the children attending.

We conducted an internal review of all Children's Services policies to ensure our practices comply with our legislative obligations and are in accordance with best practice standards. This process was completed in collaboration between Management and key staff. As a result, many policies were updated and are now easily available to staff via the intranet.

We have held monthly staff meetings to discuss our operations, ideas for future activities and events, encouraging open communication between our Children's Services team members.

A number of special guests have visited our centres including the local Police Officer, Fire Brigade and Council's Environmental Health Officer who gave an interesting talk about germs. We have celebrated a number of different cultures around the world. A particular highlight was African Day which everyone thoroughly enjoyed. Jackie the Clown provided plenty of fun entertainment and circus workshops that encouraged children to practice their circus skills. These visits have provided an insightful learning experience for all children who attended.

Throughout the year, special events and occasions such as Easter, Grandparent's Day, Mother's Day, Father's Day and Christmas have formed a fun and creative part of our curriculum as we have celebrated with special morning teas, baking, craft, story time and regular dress up days. We have helped the children to create a number of keepsake gifts to celebrate these occasions. Families and educators have also fundraised for Red Nose Day, the Mater Hospital and the Cancer Council.

### Nanango Childcare Centre

Enrolments at the centre have continued to steadily increase, with 42 children enrolled at 30 June 2012.

We have invested significant time, effort and resources into improving our facilities and the opportunities available. Improvements have included lining the internal brick walls and a professional paint throughout.

We would like to acknowledge Heritage Nanango Community Funding Ltd for their kind grant which has enabled plans for the construction of a new sandpit and landscaping scheduled to occur early next year.

### Community Kids

Community Kids has continued to provide fun and affordable out of school hours care and vacation care for primary school children in Nanango. Enrolments have increased with up to 24 students using this service daily.

Our school holiday program has included excursions to the pool, skating rink and park. Other engaging activities have ranged from volleyball, slot car racing, dress ups or role play to papier mache.

### Pre-Prep Program

We have continued to receive an overwhelming response from our local community since the Pre-Prep Program's commencement in January 2012. During the year we have enrolled 34 children aged 3-5 years, with interest continuing to grow. We are licensed for 26 placements daily, operating Monday to Friday from 7:00 am to 6:00 pm.

## Challenges we faced:

A significant challenge we faced was the successful recruitment of a registered Early Childhood Teacher in accordance with the Queensland Kindergarten Learning Guidelines. After various forms of advertising we finally recruited a teacher early in the year who was soon lured to an opportunity available in another school closer to home.

For several months our staff continued to provide all children with exciting and valuable learning experiences whilst we continued to advertise the position. We successfully recruited another highly qualified and experienced Teacher at the end of June.

The Childcare Centre required significant maintenance and refurbishment in accordance with the Office of Early Childhood Education and Care. Although CTC allocated a considerable proportion of the organisation's financial reserves to these works, unforeseen circumstances resulted in significant overspends which for a short period, inhibited our progress in moving forward. Indisputably, the facility has been transformed, being a fresh and vibrant learning environment for all children to enjoy.

## Future Initiatives:

Our suite of Children's Services will continue to provide quality learning experiences that cater for working parents whilst offering children from disadvantaged backgrounds the benefits of a structured, safe, supportive and respectful environment.



Above: Christina Lang, Assistant Childcare Worker.



Left to Right: Rhonda Cummings, Early Childhood Teacher, Toni Cunningham, Assistant Childcare Worker and Emma Ashworth, Cert III Childcare Trainee.

We have identified an opportunity to access catering for our centers through Gumnut Place's commercial kitchen service. Continued investigation and cost analysis is currently underway.

We have found a number of potential funding opportunities to improve our Children's Services and offer additional resources and opportunities for our students. Investigation and further consideration is currently underway.

## Heritage Nanango Community Hub

Heritage Nanango Community Hub is a shared place, where everyone, regardless of their circumstances can come and easily access information and support.

The Hub is located at 42 Drayton Street, Nanango in a building shared by our Community Kids program.

The Hub's core role is to provide a platform for creating connections with the community, whilst linking people with support agencies and relevant CTC services, in an effort to raise awareness and encourage informed decisions.

### What we have achieved?

The Hub has provided a place for a number of community organisations and local groups to meet and hold workshops or information sessions varying from Money Tips facilitated by a Financial Counsellor from Uniting Care, to health and nutrition presented by RHealth.

During the year, we have successfully established the South Burnett Playgroup, an affiliated group of the Playgroup Association of Queensland Inc. We recognised the need to bring families together, providing a place for mothers to socialise and for young children to play and learn.

The Playgroup meets every week offering an opportunity to share general information about health, nutrition and positive parenting. Special guests have included the Community Health Nurse with occasional excursions to the Nanango Library.

"Ask Me" Information Day was held at the local Nanango Markets to promote the resources available at the Hub. This event allowed us to take our service to the community showcasing the various activities and programs offered at the Hub. Many residents were surprised with the variety of services they could access.

The Reading Bug was a program that was established to encourage parents and children to read together. Reading encourages creativity, giving children an appreciation and respect for books whilst promoting language and vocabulary development. During the year, we have supported the Reading Bug Program which was established by the Nanango State School in conjunction with local community organisations.

The Hub has been an active participant and secretariat for the Nanango Action Group. The Action Group is a collective of service organisations, schools and the Council who meet monthly to discuss and develop joint strategies to issues in the Nanango community.

In 2011, the Action Group led the "Walk Away Chill Out" promotional campaign through designing and distributing resources (most prominently mouse pads under each mouse at each Nanango school), media releases and a shared message.



*Above: Sue Lucas, Community Hub Support Worker enjoying Playgroup.*



*Above: Heritage Nanango Community Hub, 42 Drayton Street.*

### Challenges we faced:

The Hub is funded directly through CTC and is therefore operating on a very limited budget. We would like to acknowledge the Nanango Heritage Community Funding Ltd who have assisted in funding the operations of the Hub in its first year.

This initiative is directly supported by CTC to meet the needs of the Nanango community who often feel isolated with most services only available through an outreach model.

With the growth of CTC's Children's Services we have tightened our hours of operation being from 9:00 am to 3:00 pm on school days. This is so that the facility can be shared between the two different programs.

### Future Initiatives:

We are continuing to assess and respond to the needs of the Nanango community with a particular focus on developing programs for families with young children.

We will need to continue to source funding wherever we can, including local philanthropic organisations.

# in the pipeline



The review of our Strategic Plan showed us that we really want to continue to bring our vision and mission to reality, rather than radically change course.

We have a number of projects that have been waiting in the wings for a while but which we hope to significantly progress in 2012/13.

The construction of at least one and preferably two of the duplexes planned for the “Heritage Lodge” complex in Nanango. In collaboration with Heritage Nanango Community Funding Ltd (HNCF) we are planning to eventually build six duplexes in Dalby Street, Nanango on a block of land leased very long term for a peppercorn fee from South Burnett Regional Council. The duplexes will have universal access, i.e. be accessible and suitable for people with disabilities, including those with major mobility issues.

Funded equally by CTC and HNCF the duplexes will be owned and managed by CTC under the “good neighbour” model that we have previously successfully implemented at Simmo’s Place. One residence will be occupied at concessional rates by a tenant who will keep an eye out for all the others and if necessary call in their regular supports. We will develop criteria of eligibility that can be tailor made to local needs at any given time but that will give preference to long term residents of the former Nanango Shire.

The fact that the land is leased from the Council means that no matter what happens to CTC or HNCF in the future, ownership of the duplexes will stay with the community that helped pay for them. This is a great example of a collaboration between like minded organisations across the private versus not for profit versus Council divide that can work together to achieve outcomes for their local community. While the endless hold ups and red tape have been most frustrating we can at long last see some light at the end of the tunnel – or rather can hear the excavators approaching! Watch this space!

The upgrades to and refurbishments of The Gumnut Place will continue. We are intent on securing the future of Gumnut in light of massive changes to the funding of disability services from the NDIS. We must achieve a true business asap and are therefore developing new business plans and changing practices. Most significantly we plan to change from treating our timber pallets with methyl bromide to a much safer and more efficient heat treatment system.

For this we need to acquire some more land (hopefully in a lease from Council) and purchase a heat chamber. This will ensure that we can safely and efficiently produce sufficient pallets for our wonderful supporters, Murgon Leather, who expect to almost double their requirement. Together with an expanding laundry service and an updated kitchen product line we expect to be able to provide not only sustainable employment opportunities for our supported employees but also additional chances for others. We are also hoping that the new mine contractors Downer EDI can support our Gumnut services in similar fashion to the outgoing operators Thiess, who have been a wonderful support, as has Stanwell.

Much remains to be done to make our Children’s Services and the Nanango Community Hub truly self sustaining. Particularly the Hub, which is a much needed service in the massively underfunded Nanango area, requires our input financially and through our networks. We are committed to improve the access to services for residents of that area, according to our vision and mission and we are grateful that once again we have a great ally in Heritage Nanango Community Funding and other agencies.

While we are embarking on these exciting projects we are trying desperately to maintain if not improve our many other programs in light of major funding cuts proposed by the Queensland Government in particular. At the time of writing we have received confirmation that our Diversionary programs in Murgon are about to cease with the loss of a number of staff but more importantly very significant impacts on our clients. Other CTC programs and many other organisations will see their funding reduced. We feel somewhat dismayed and disappointed but we are determined to weather this and continue to do more than we are funded for so that when the tide turns again we are ready. In the meantime we will also continue to try and build mutually beneficial relationships with local businesses and with any agency or organization that shares our goals: better lives for the most vulnerable people in our area and therefore for our whole community. We will keep working!

# feedback form

We value your feedback as we continuously aim to better meet the expectations of our readers, clients, key stakeholders and most importantly, our community.

Full Name: \_\_\_\_\_

Organisation:

Contact Telephone: \_\_\_\_\_

How do you rate CTC's overall performance for the year? ☐ Excellent ☐ Good ☐ Satisfactory ☐ Not a lot

Please rate the following elements of our report:

Has our annual report increased your understanding of our services and our performance throughout the year.

Quality/Interest of information provided: ☐ Excellent ☐ Good ☐ Satisfactory ☐ Not a lot

Layout, presentation and design: ☐ Excellent ☐ Good ☐ Satisfactory ☐ Not a lot

How do you think we could improve our report?

Your Comments:

Please mail this form to:

South Burnett CTC Inc  
Attention: Corporate Services  
PO Box 490  
Kingaroy Q 4610

or email your comments to:

info@sbctc.com.au

or fax your comments to:

(07) 4162 9097

We thank you for your feedback.

# south burnett ctc inc

ABN: 85 399 349 965

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[www.sbctc.com.au](http://www.sbctc.com.au)

CTC gratefully acknowledges all supporters, partners and suppliers. Without you our services and achievements would not be possible.

## A Bright Future...

CTC is optimistic about the potential for many more opportunities and activities that will contribute to the furthering of our vision and mission in the coming years.

All suggestions are most welcome please feel free to contact our CEO if you have any ideas you would like to share or discuss.

## CTC Services

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### Community Hub

42 Drayton Street, Nanango  
Ph: (07) 4171 0061

### Community Kids

42 Drayton Street, Nanango  
Ph: (07) 4171 0033

### CROSB & Disability Services

Shed 4/6 Cornish Street, Kingaroy  
Ph: (07) 4162 9081  
Fax: (07) 4162 9030

### Diversiory Services

76B Lamb Street, Murgon  
Ph: (07) 4169 5260  
Fax: (07) 4168 2899

### Employment Services

**Free Call 1800 626 461**

**Kingaroy** - 101 Youngman Street

Ph: (07) 4162 2566  
Fax: (07) 4162 5319

**Gympie** - Shop 14 Cullinan's Centre, 104 Mary Street

Ph: (07) 5481 1488  
Fax: (07) 5481 1755

**Murgon** - 76B Lamb Street

Ph: (07) 4168 2155  
Fax: (07) 4168 2899

**Tin Can Bay** - 1/11 Dolphin Avenue

Ph: (07) 5486 2739  
Fax: (07) 5486 2247

### The Gumnut Place

22 Gore Street, Murgon  
Ph: (07) 4168 1852

### Partners in Foster Care

7 Bramston Lane, Wondai  
Ph: (07) 4169 0587  
Fax: (07) 4169 0188

### Residential Services

Shed 9, 6 Cornish Street, Kingaroy  
Ph: (07) 4162 9009

### Youth Services

**Kingaroy** - Youth Park, Lot 2 Somerset Street

Ph: (07) 4162 7788  
Fax: (07) 4162 2783

**Murgon (Connections)** - 35 Lamb Street

Ph: (07) 4169 5940  
Fax: (07) 4169 5962

### Community, Family & Domestic Violence Services

35 Lamb Street, Murgon  
Ph: (07) 4169 5940

# thank you

South Burnett CTC Inc would like to take this opportunity to acknowledge and thank our funding bodies and supporters, who include:

- » Australian Government Department of Education Employment and Workplace Relations (DEEWR)
- » Australian Government Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA)
- » Australian Government Department of Health and Ageing
- » Aboriginal Community Interest Consultative Committee (ACICC)
- » Alcohol Education Rehabilitation Foundation (AERF)
- » Ann Greer
- » Bill Hull Car Centre Kingaroy
- » Cherbourg Aboriginal Shire Council
- » Community Connections Inc
- » Community Resource Unit Inc (CRU)
- » Cornett's IGA Murgon
- » Crow FM
- » Cyonic
- » Department of Communities, Child Safety & Disability Services - Child Safety Services
- » Ergon Energy
- » Heritage Nanango Community Funding Ltd
- » John Quartermass' Family
- » Kelly & Frecklington Solicitors
- » Kingaroy Lions Club
- » Kingaroy QCWA
- » Kingaroy Regional Enterprise Centre Association Inc
- » Kingaroy State High School
- » Mortimer & Co.
- » Queensland Department of Communities (DOC)
- » Queensland Department of Education, Training and Employment (DETA)
- » Queensland Department of Employment, Economic Development and Innovation (DEEDI)
- » Queensland Department of Education and Training (DETA)
- » Teys Australia Murgon Pty Ltd
- » Murgon State High School
- » Queensland Parents for People with a Disability Inc (QPPD)
- » Queensland Police Service
- » Roy Welling
- » southburnett.com.au
- » Simmons Family
- » South Burnett Knitters Club
- » South Burnett Online
- » South Burnett Regional Council
- » Stanwell Corporation Limited & Stanwell Community Partnership Fund
- » The Smith Family
- » Thiess

Funded by



**Queensland** Government



**Australian  
Disability  
Enterprises**

More than just good business

and the many private citizens, businesses and agencies too numerous to mention.

notes:

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

notes:

[illegible]



