



*It's about you. Always!*  
**Communities@Work**

**35** Celebrating  
*years*

**Annual Report  
2011-2012**

*We care for people in all stages of life- from birth to senior years.*

## *Our Vision*

A resilient and socially inclusive community that cares for the well-being of all.

## *Our Mission*

To deliver quality community services of social value and practical benefit.

## *Our Values*

### **Trust, Integrity and Transparency:**

We earn the confidence of the community by instilling these qualities throughout every aspect of Communities@Work.

### **Respect for All:**

We respect everyone we deal with, care about everyone in the community and value difference and diversity.

### **Flexibility and Responsiveness:**

We are adaptive and agile in pursuing the vision of Communities@Work, with a proactive approach to change and progress.

### **Quality and Innovation:**

We are committed to excellent service delivery, underpinned by continuous improvement and innovation.

### **Affordability and Sustainability:**

We ensure our services are relevant and appropriate as we build our capacity for a sustainable future.



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## The Board



The 2011-2012 year has been another year of consolidation for Communities@Work (C@W). The organisation has continued to grow in a structured, considered way. The year was particularly productive with a number of new initiatives commenced including:

- **Buoyed Up** an introductory sailing program designed to provide vulnerable young people with a fun, confidence building sailing experience. This proved to be a very successful initiative and one of the highlights of the year.
- **Care & Share** a program providing foods and essential services to those who are experiencing hardship. It goes hand in hand with a number of other initiatives and has proven to be well patronised.
- **Network Coordination for Tuggeranong Region.** A program that facilitates the linking of referrals from youth and family connect to services within the defined network and facilitates engagement with external stakeholders promoting collaborative practice between service providers.
- **Isabella Plains Early Childhood Service** This service provides an opportunity for continuity in curriculum and relationship over children's early years from birth to eight years of age. The community child care component is located within the school and is a critical part of the early childhood schools foundation.
- **Malkara Holiday Program** a vacation care program for children with and without a disability at the Malkara Primary School.
- **Side by Side** a program enabling volunteers to support victims of crime.
- **Maribynong After School Care.** C@W took over this program which was previously run by the P&C for more than 20 years.
- **Youth Engagement for Tuggeranong Region** This program seeks to identify and engage young people who are vulnerable and in need (from medium to high risk categories) and who main stream providers find it difficult to engage with.

There had been many other achievements throughout the year and a small sample is the following:

- NuSkills Learning & Development won the ACT Excellence award for small registered training organisation of the year.
- The Yellow Van Food Rescue Program was rebranded. This was a reflection of the recognition that the program should focus on Canberra, in support of those in need in Canberra.
- Our website was significantly upgraded and relaunched.
- A Customer Relationship Management (CRM) system was developed and put into place.
- We continued developing from our work in previous years on the National Quality Framework for children's services which enabled us to commence implementation from 1 January 2012.

- There was considerable effort placed on strengthening the capacity in fundraising. We held a number of significant signature events, worked diligently to create great brand awareness and raise the number of individual donors and supporters. The organisation's capability in these areas was significantly improved with the support of the Pareto organisation.
- We maintained a proactive approach to keep abreast of the external factors that had the potential to impact on our services, our clients and staff. These external factors were numerous but the organisation responded very capably to all risks and challenges.
- We continued to develop and grow the leadership team within the organisation. Additionally, the introduction of key personnel, and the ongoing improving of internal systems and processes, gave us increased capability to maintain focus on our growth strategy.

I would personally like to thank each and every director of the Board who put in considerable effort to maintain the organisation's focus and provided growth and strategic input throughout the year.

Lynne Harwood has settled into the second year of her role as Chief Executive Officer and has continued to inspire and lead the organisation to maintain its focus.

Finally, and by no means least, the organisation could not be what it is without its wonderful people. The members of the board had the opportunity to meet with various staff members and volunteers throughout the year and was in awe of their enormous passion and contribution to the community services sector.

On behalf of the Board of Directors I would like to acknowledge and thank every contributor to the exceptional work being undertaken by Communities@Work.

I look forward to an equally successful year in 2012-2013.



Archie Tsirimokos  
Chair



John Nicholl  
Vice Chair



Gail Kinsella  
Treasurer



John Runko  
Director



Annette Ellis  
Director



Clinton White  
Director



Mike Sullivan  
Director



Caron Egle  
Director



Lynne Harwood  
Company  
Secretary / CEO

## A Message from the CEO



Our Vision for a resilient and socially inclusive community that cares for the well being of all and our Mission to deliver quality community services of social value and practical benefit underpins everything we do at Communities@Work.

Our Values of: trust, integrity and transparency; respect for all; flexibility and responsiveness; quality and innovation; affordability and sustainability ensure that what we think, what we say and what we do are aligned at all times.

Our Strategic Plan for 2012 – 2014 reflects the Vision, Mission and Values and is the fundamental basis for all our work. There are four key Strategic Themes: i) Quality Improvement, ii) Relationships, iii) Growth and Innovation, and iv) Sustainability. Table 1 provides a snapshot of some of our key achievements over the past year against these themes.

With this foundation and commitment at the forefront of our thinking, 2011/12 has been a very successful year for growth and progress. Benjamin Franklin once said “without continual growth and progress such words as improvement, achievement and success have no meaning”.

Communities@Work has progressed in a very considered and structured way during the year with a strong focus on quality and sustainability. Much growth has occurred organically through partnerships and collaborations and due to our organisations strength of being able to proactively respond to unmet needs.

In 2012, Communities@Work celebrates its 35th anniversary and as we reflect on our achievements we can look back with pride on the way we have responded to the needs of our community throughout the 35 year journey.

I would like to take this opportunity to thank our government, corporate, individual and community partners for your ongoing belief in what we do and your support of the work we undertake in the community.

I would like to thank The Board for their wonderful stewardship and counsel and last but not least I would like to thank all the fabulous staff at Communities@Work for their hard work, dedication and commitment to our clients, our programs and our organisation.

*L. Harwood*

**Lynne Harwood**  
Chief Executive Officer

## Quality Improvement

Development and Implementation of the National Quality Framework for all our Children's Services Programs, including 12 Child Care and Education Centres, 22 Before and After School Programs, 3 Vacations Programs and our Family Day Care Program consisting of over 150 educators. The Professional Support Coordinator program, managed by Communities@Work being instrumental in the development of the Children's Sector as a whole.

Implementation of quality improvements to our HACCC based services following recommendations of the Common Standards, Quality Care Review.

Introduction of a Reconciliation Action Plan Steering Committee, to ensure that all our RAP commitments are being met and there is alignment throughout the organisation. We are delighted that William Beale agreed to be the patron of our RAP Steering Committee.

Our Family Day Care Program was featured in the National JigSaw magazine. The article highlighted the awards night which recognised those Family Day Care Educators who have dedicated their career to Family Day Care.

## Growth & Innovation

We introduced or assumed responsibility for eight new programs during 2011/12; Care&Share, Buoyed Up, SideBySide, Paint & Play, Malkara Vacation Care, Isabella Plains Early Childhood Service, Youth Engagement and Youth Network Coordination Services.

We launched our new, user-friendly website with improved navigation, enhanced functionality and a more contemporary look and feel. We also ventured into the world of social media with both Facebook and Twitter, creating a framework and policy that utilises it as part of our everyday communication strategies.

Abacus, our Child Care and Education Centre, located within the Treasury Building and currently the largest in the ACT, was invited to be featured in the well known early childhood publication, Rattler. The Rattler magazine is a national quarterly publication of Community Child Care CoOperative and contains quality articles about a wide range of topics. The article titled 'A is for Abacus' portrays Abacus as a centre of excellence, discussing learning environments, advocacy, leadership, community and family partnerships and the professionalism of the education and care sector.

Our Food Rescue Program was rebranded and relaunched as The Yellow Van. This has enabled us to focus all our energies on the needs of Canberra and the Region.

## Relationships

We have been honoured that throughout the year The Embassy of The United Arab Emirates has become actively involved with our organisation, in particular with three of our programs - The Yellow Van, Galilee School and Care&Share. His Excellency the Ambassador has been instrumental in this wonderful partnership.

In partnership with Westpac, we have been facilitating Community Sector Financial Networking Forums. Financial staff from a wide range of community organisations are invited to partake and share in this mutual learning experience.

NuSkills Learning and Development our Registered Training Organisation and Koomari worked together to develop and implement a Certificate 1 in Work Skills For Life for people with a disability.

We have built on our corporate and community support throughout the year. Some of our programs rely solely on such support to operate. Other programs have been greatly enhanced by such financial, in kind and volunteering support.

## Sustainability

A Community Awareness Survey was undertaken with the scope extended to cover all Canberra and included strategic questions on current and future community needs. The results showed a high level of awareness and prompted us towards initiatives to improve our relations.

There has been a concerted effort to strengthen our fundraising capacity to ensure the future viability of many of our programs and our ability to respond to unmet needs in the community.

An ongoing focus for attraction, recruitment and retention of quality staff continues to be a priority for the organisation. Developing the capabilities of staff through training and development and improving our systems and processes has provided us with increased capacity to meet our strategic goals.

We have been proactively engaged with external working groups, forums, Boards and committees to ensure we have a strong and productive voice regarding issues that may impact our clients, our programs or our organisation. The whole leadership team shares this responsibility.

Table 1: Major Achievements Against Our Strategic Themes: 2011-12



## A Look Back

Since its inception, Communities@Work has provided practical support for those who need it most. As the ACT has transformed and grown in the past 35 years, we have always sought innovative ways to provide for the city's ever-changing needs.

**1974** As young families began moving into the newly established suburbs of Tuggeranong, the need for childcare, after school care and related services emerged immediately.

**1977** A public meeting between 33 parents, the Local Government and the National Capital Development Commission resolved that Tuggeranong should have its own child care facilities, eventually forming Tuggeranong Family Action (TFA).

At the same time, a separate organisation, Tuggeranong Community Service (TCS), was formed to provide more general community services for the elderly, transport for the disadvantaged, referrals and advocacy.

**1984** The TCS and the TFA merged under the one name, TCS.

**1985** To accommodate Tuggeranong's rapid growth, TCS opened both


Appletree House for Occasional Child Care and the Richardson Family Centre for Occasional Child Care, After School Care and School Holiday Programs, collectively serving around 200 children.

**1986** By now, TCS employed a workforce of 105, four of whom were full-time, 46 part-time and 55 casual.

**1987** An internal review of the TCS's policies and practices was undertaken, leading to better consultative processes and improved management practices. The organisation increased its involvement with a range of working groups, including committees to study community volunteering, a transport review, community liaison, domestic violence, mental health and visual arts.

**1989** The Tuggeranong Child Care Centre was opened and a start made on implementing computerised management systems across TCS. By this point, the organisation was





entering the new decade with a substantially reformed Board and a new Executive Director.

**1990** TCS was given a 20% budget increase, an indication that authorities had gained respect for its success and confidence in its ability to provide for Tuggeranong's growing suburbs.

**1991** The Board of TCS made the ground-breaking decision to integrate children with disabilities into the mainstream child care program.

**1992** The doors of the Tuggeranong Community and Function Centre were opened in March on the waterfront of Lake Tuggeranong, bringing together program managers, senior management and clients in one community-oriented space.

**1994** By this point, TCS had changed dramatically through extensive review of staffing arrangements, management structures and service delivery models. The appointment of an Assistant Director of Children's Services signalled a major step towards becoming a highly professional community organisation.

**1997** With the removal of child care subsidies from community-based child care services funding, the TCS transitioned its child care operations to a more business-like model. The Service also accredits training courses for Family Day Care educators and set up a café on the lake (now the Jetty Café).

**2002** TCS officially changed its name to Communities@Work Incorporated (C@W) and soon signed a Memorandum of Understanding to merge with Weston Creek Community Service. By this time, C@W employed 230 staff, 251 Family Day Care educators and a volunteer force of 80.

**2003** In January, the devastating bushfire tragedy that killed four people and destroyed 480 properties, propelled C@W into a busy frontline to manage recovery and rehabilitation. A Government-appointed bushfire recovery taskforce was established and C@W played a leading role in its implementation.

**2004** C@W moved its Youth Services Office from Weston Creek to Tuggeranong, bringing the team together in one location. During the year, Youth Services supported over 1,000 people.

**2005** A new, more focused governance strategy was adopted by C@W with the Board's endorsement of a Corporate Governance Charter, a range of policy and procedures manuals and the completion of risk assessments. The organisation's nine child care centres combined into a network and management changes were made to accommodate the new system.

**2007** A series of corporate governance and operational reviews throughout 2006 and 2007 resulted in far-reaching decisions for change. On 1 July, C@W became a Not for Profit Company Limited by Guarantee.

**2008** C@W's training units came together as one entity, NuSkills Learning and Development, which delivered training to people working in children's services, youth work and aged care. C@W also launched Canberra's only food rescue program which became known as the Yellow Van in 2012.

**2010** The Australian Government's financial stimulus policy provided for the establishment of a fully equipped training room for NuSkills as well as for substantial upgrades to the Jetty Café and the Tuggeranong Youth Centre.

**2011** C@W and Galilee Inc. amalgamated under the theme, "a natural blend," streamlining operational efficiencies and improving service delivery for clients. A new youth program called Buoyed Up was also established.

**2012** C@W established the Care&Share and the Side by Side programs. Today, C@W is one of the largest community service organisations in the ACT, employing over 450 staff, engaging 150 self-employed family day care educators and 200 volunteers, and providing services to more than 13,000 clients annually.

# Our Major Supporters

## GENERAL SUPPORTERS



## MEDIA SUPPORTERS



## BUOYED UP SUPPORTERS



## CARE&SHARE SUPPORTERS



## GALILEE FOSTER CARE SUPPORTERS

Canberra Baptist Church



## GALILEE SCHOOL SUPPORTERS



## THE YELLOW VAN SUPPORTERS



Calwell, Curtin, Jerrabomberra, and Wanniasa Community Bank® branches



## YOUTHCARECANBERRA SUPPORTERS



“ Lachlan has been attending one of Communities@Work’s child care and education centres for nearly a year and I am extremely impressed with everything they do. My son is always learning something new at the centre and the educators take an interest in each child’s individual needs. I am more than happy with the centre’s educational program and I enjoy picking up my son and having the educators show me all the different things Lachlan has learnt. I love the photos on the computer/daybook. My partner and I are impressed with the standard of care and we both look forward to sending our future child to this centre. ”

*(Mum of 4 year old)*

- COMMUNITIES@WORK IS
- THE **LARGEST** PROVIDER OF
- CHILDREN’S SERVICES IN THE
- ACT, OPERATING **12** CHILD CARE
- AND EDUCATION CENTRES, **22**
- BEFORE AND AFTER SCHOOL
- CARE PROGRAMS, **3** SCHOOL
- HOLIDAY PROGRAMS AND A
- FAMILY DAY CARE/IN-HOME
- CARE SCHEME COMPRISING
- **151** APPROVED EDUCATORS.

A young child with short brown hair, wearing a light green long-sleeved shirt, is looking down at a small tree sapling with a root ball that they are holding in their hands. The background is a soft, out-of-focus green. A yellow oval is centered on the image, containing the text 'Nurturing Young People'. Below the oval is a decorative dotted line.

## *Nurturing Young People*

*We are committed to providing a safe and nurturing environment in which children can learn, have fun and mature into responsible young adults.*

# Child Care & Education Centres

Our twelve Child Care and Education Centres provide quality learning and development, good nutrition and healthy exercise while also focusing on inclusive practices, encouraging children to be environmentally conscious and aware of the richness of our multicultural society including Aboriginal and Torres Strait Islander culture.

Our centres are located in Greenway, Isabella Plains, Kambah, Narrabundah, Ngunnawal, Parkes, Richardson, Stirling and Wanniasa. This now includes two Early Childhood Services at Narrabundah and Isabella Plains which are a part of the Australian Government's early childhood school initiatives.

During the year important reforms, to enhance the quality of care and education, were implemented including the introduction of the National Quality Framework.

IN 2011-12, 1387 CHILDREN & 1056 FAMILIES ENROLLED IN OUR CHILD CARE & EDUCATION CENTRES.

“The carers always point out what my child did during the day, and they are so excited to share it with me. It's like broadcasting the six o'clock news, a news flash of excitement during her day. Displayed on the wall are scrap-booking photos of all the children. The carers have personalised the photos by writing captions, and my child is always smiling. She always seems so happy and to me that means she enjoys her little school time away from Mummy and Daddy. It shows just how much care and enthusiasm is shown by the staff in caring for my child.”

(Mum with daughter aged 18 months)



## How We've Changed

The prime impetus for the establishment of the Tuggeranong Community Service (TCS) in 1977 was the need for child care facilities in the Tuggeranong Valley. Thirty five years later, the range of activities undertaken by C@W (TCS's successor) is still dominated by children's services.

# Family Day Care & In-home Care



  
**Family DAYCARE**

## Delivering the Vision

Family Day Care in 2012

  *It's about you. Always!*  
**Communities@Work**

Family Day Care Conference 2012

Our Family Day Care Scheme offers quality child care in the private homes of approved educators who are self employed but operate within the policies and procedures set by Communities@Work. Alternatively, in certain circumstances, our in-home care option provides for the care and education of children in their own homes.

With the introduction of the National Quality Framework, both educators and the scheme worked together to ensure the use of best practices for high quality home based children's services.

## How We've Changed

Our Family Day Care scheme was established in the Tuggeranong Valley over 30 years ago, while our In Home Care commenced 11 years ago. Communities@Work now offers care across the whole of Canberra. Our Family Day Care and In Home Care programs have evolved from informal, unregulated care environments to the engagement of highly professional educators who operate under the National Quality Framework.

“ **My boys are extremely confident, articulate and caring and have a strong love of learning. We owe this to our Family Day Care educator. Through her daily interactions with the boys, the activities she provided and the environment she created, she helped make the boys who they are today. For that we are truly grateful.** ”

Rebecca (parent)

DURING 2011/12, **1258** CHILDREN & **1002** FAMILIES ACCESSED OUR FAMILY DAY CARE & IN-HOME CARE PROGRAMS, PROVIDED BY **151** EDUCATORS.

# School Age Care



We operated 22 Before and After School Care and 3 School Holiday programs in collaboration with school Principals and P&C Committees. Considerable effort was devoted during the year towards embracing the new National Quality Framework and Out of School Hours Framework, My Time, Our Place, which came into effect in January 2012.

We also provided for a significant increase in demand for our northern suburbs programs, reflecting increased program awareness and demographic changes.

We were successful in obtaining funding to provide a vacation care program for children with and without a disability at the Malkara Primary School. This program is the first of its kind that integrates mainstream children in an environment which has the facilities to support children with a disability.

IN 2011-12, **982** CHILDREN & **716** FAMILIES PARTICIPATED IN OUR BEFORE & AFTER SCHOOL CARE PROGRAMS. WITH OUR SCHOOL HOLIDAY PROGRAMS ATTRACTING **276** CHILDREN & **208** FAMILIES.

“

**My child really enjoys going to after school care. I find it really hard to get him to come home. He enjoys making different things and being with friends. He likes to try different experiences and I know he is in a *safe place* to do this. The After School Care team are very friendly, and show they really care about all the children. As a single Mum, I rely on after school care for my son and it is a great relief to know he really enjoys being here.**”

(Mum with son age 7)

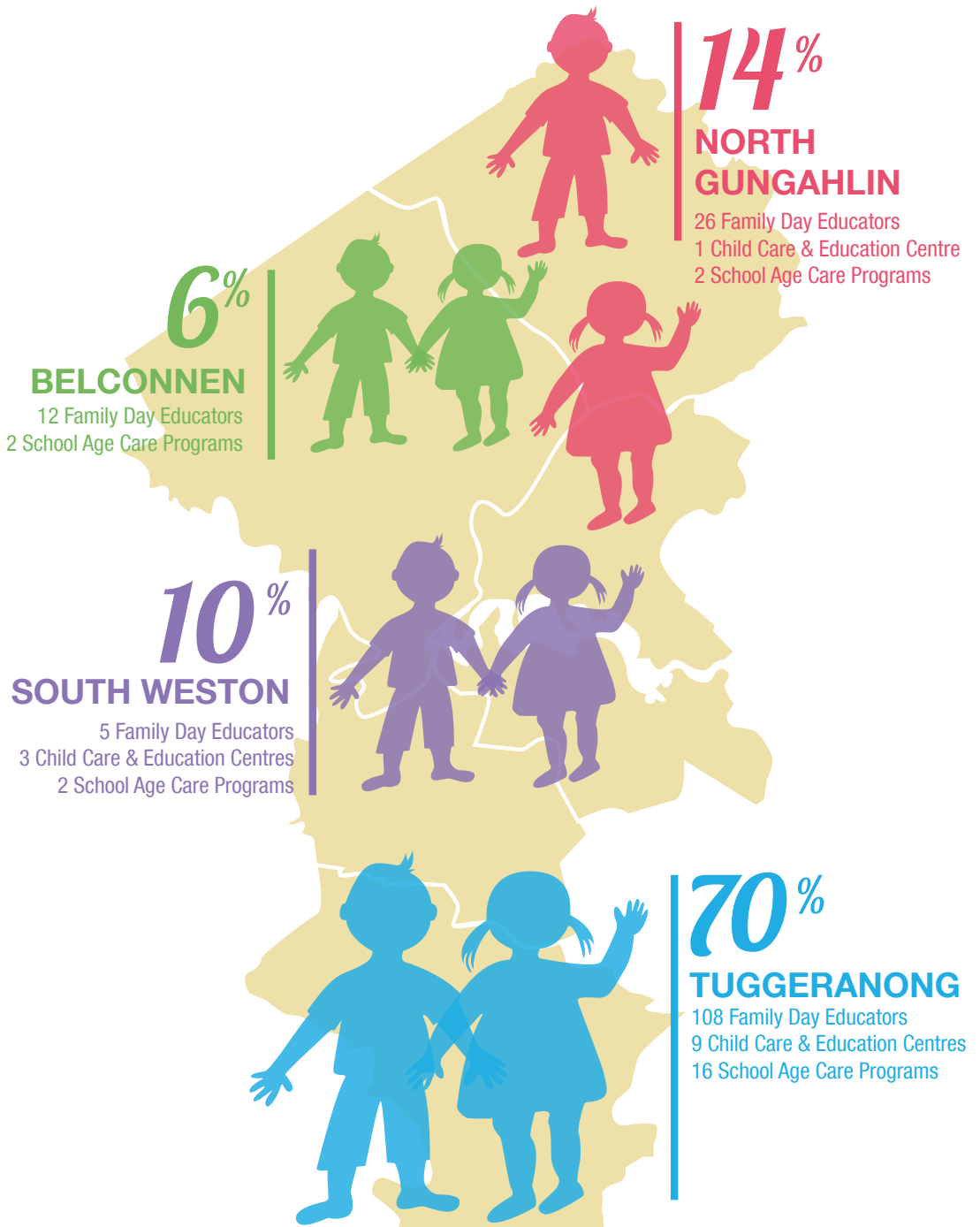
”

## How We've Changed

Since C@W's School Age Care program commenced in Tuggeranong in 1985, we have expanded into the northern suburbs of the ACT, including Gungahlin, Forde, Kaleen and Melba. We currently manage 22 Before and After School Care programs throughout the ACT region. We facilitate 3 School Holiday Programs (Burgmann, Monash and Malkara), with one program providing an environment that supports children with additional needs and their siblings.



# Distribution of our Children Services Programs



# ACT Professional Support Coordinator

The ACT Professional Support Coordinator (PSC), managed by C@W, continued to provide high quality professional development and support opportunities for children's services staff. In particular, the PSC played a pivotal role in supporting services to implement the Early Years Learning Framework and preparing child care educators for their changing roles under the National Quality Agenda.

The ACT PSC is an active participant in the national Professional Support Coordinator Alliance, working closely with PSCs throughout Australia to

develop quality outcomes for all education and care services.

The PSC was proactive in building stronger links with C@W's training arm, NuSkills Learning and Development. For example, this partnership was instrumental in developing a new professional learning calendar. The PSC also continued to foster mutually beneficial partnerships with the ACT Government agencies, all ACT regional community services, and many peak bodies within the ACT and nationally.

**DURING 2011-12, THE ACT PROFESSIONAL SUPPORT COORDINATOR ENGAGED 810 EDUCATORS IN PROFESSIONAL DEVELOPMENT LEARNING SESSIONS.**





PSC Website: <http://actpsc.com.au/resources/worldviews-of-child-services/>

“ I am not sure where we would be if it was not for the *support* and *inspiration* my educators and I receive from the PSC. My staff have attended many PSC tailored workshops and training sessions covering a variety of important learning areas. The learning circles have been our favourite, encompassing intense learning over a period of time. I really like the fact that my team returns from each session and experiments with the concepts in a very practical way. Also, the NQS workshops have been a great way to meet other educators and children service leaders. ”

(Centre Manager)

## How We've Changed

The ACT PSC has actively engaged the education and care sector to become not only a provider of quality professional development, but a true support and advisory services that caters to the immerging needs of the sector.

# ACT Inclusion Support Agency

## How We've Changed

In 2006 the program ResourceLink, funded by the Special Needs Subsidy Scheme changed its name to the Inclusion Support Agency and started supporting children's services with their inclusive practices and procedures. Inclusion and diversity have become core foundations for all children's services in the ACT.

The ACT Inclusion Support Agency (ISA), managed by C@W, assists children's services to create inclusive environments for all children and their families.

Particular support is available for children from diverse cultural and linguistic backgrounds, Aboriginal and Torres Strait Islander children, children with refugee status and children with a disability.

We work to maintain collaborative relationships with a wide variety of stakeholders across the ACT in support of the Agency's work.

**“ The ISA provided invaluable support to my team in including and engaging three children with disabilities into our program. My facilitator was very approachable and I enjoyed working with her. ”**

(Jessica O'Connor, Centre Director)

IN 2011-12 THE ISA ASSISTED OVER 200 LONG DAY CARE, SCHOOL AGE CARE AND FAMILY DAY CARE SERVICES WITH THE INCLUSION OF CHILDREN WITH SUPPORT NEEDS.



Indoor environment from Abacus Child Care & Education Centre

# InTouch

IN 2011-12, IN TOUCH PROVIDED A TOTAL OF **13,661 HOURS** OF SERVICE, **COVERING 277,338 KILOMETRES**.



Staff of C@W helped out at the InTouch working bee at the Contact House in November 2011. The ground was levelled, gardens tidied and communal garden beds were built. One family has been growing tomatoes, lettuce, herbs and various flowers in the garden beds. The little girl and her daddy have enjoyed bonding over the project and have been able to eat the fresh produce. When the family was reunited, the little girl was genuinely worried about the future of the garden plants, but staff assured her they would be well cared for.

InTouch offers transportation for children and young people within the Canberra region. It offers transport to and from school, specialist appointments, sporting events and contact visits with birth parents and other family members.

InTouch also offers a supervision service, whereby a staff member

attends contact visits between a child and their birth parents, siblings or family members. In addition, the Galilee Contact House offers a safe place for facilitated contact sessions between children and parents with whom they are not living.

## How We've Changed

Over the past few years, much like the changes seen in Galilee Foster Care and the overarching Out of Home Care sector, the InTouch program has seen a complete re-branding of both name and logo. Falling into line with the legislation regarding stricter background and history checking for employees working with vulnerable children, the In Touch program now has more robust recruitment policies and procedures. All staff are expected to be qualified in an appropriate field to be eligible for a position within the program. As part of their ongoing training and professional development, carers accessed the Positive Futures Caring Together training program and were also trained in mandatory reporting, first aid and crisis management.

All booking systems and related processes have been upgraded to be completely online, allowing immediate access to our client database when needed. Galilee Foster Care and the InTouch program are now in the same location to ensure that best practice across C@W's Out of Home Care programs are in alignment with each other.

# Galilee Foster Care



DURING THE YEAR, **69** CHILDREN WERE PLACED & SUPPORTED BY OUR FOSTER CARERS. THE NUMBER OF FOSTER CARERS INCREASED BY **23%** TO A TOTAL OF **58** CARERS.

Image: Tulip Top Gardens Charity Partner Launch 2011, L-R: Claire Roennfeldt, Director of Youth and Family Services, Lynne Harwood, CEO of C@W, "Lee" the Galilee Mascot, Minister Chris Bourke MLA, Minister Joy Burch MLA & Heather Sutherland Acting Manager GFC

“

## The Benefits Of Training

**When you've been a carer in one form or another for over 20 years, it takes a lot of convincing that you need to do a course like Positive Futures, Caring Together. After all, it required a commitment of one night a week and two Sundays over six weeks. However, the course was incredibly *worthwhile*. Many of the participants were prospective carers and several were already caring or in kinship arrangements...**

**There were many opportunities to reflect on the impact of caring for a foster child on other children already living in the house and how best to integrate new members of the family whilst minimising any negative impact. ...Whilst no situation is perfect, there are things that we can identify and implement to *help us create a caring and supportive* environment, ensure children and carers can be safe in acknowledging hurts, and discover some fun things in this life too.**

(GFC Carer)

”

Galilee Foster Care (GFC) facilitates the placement of children and young people with foster care families in the Canberra region. Children may be in foster care for a few days, a few months, or long term. Wherever possible, GFC aims to restore children to the care of their families, however some children remain in care until they reach independence.

During the year, our administrative processes and training programs were improved significantly. New procedures were introduced for information gathering in an emergency placement scenario and training was undertaken on key aspects of the program. A more integrated and supportive structure was introduced with C@W's InTouch program. This has resulted in greater sharing of knowledge, skills and resources across the two programs, and also enhanced communication and services for children in out-of-home care.

The ongoing operation of Galilee Foster Care depends on the continued generosity of sponsors and donors.

*Donate today*

Visit [commsatwork.org](http://commsatwork.org)

**“You are a star. Thank you so much for all the hand me downs! Sally was so very pleased and wanted everything except one pair of shorts.**

**The kids spent all evening packing and unpacking their care bags, trying on clothes and being excited.**

***Thank you so much!*** ”

(Carer after receiving donated clothing for children placed with her under emergency orders)



Image: From the Galilee Foster Care Christmas Party held at The Brasserie Canberra.

## How We've Changed

This year, GFC celebrates its 25th year supporting Canberra's most vulnerable children and young people in care. Much has changed over the past 25 years in Out of Home Care. The ACT has seen developments in child protection practices such as the creation of the Children & Young People Act 1999, the Federal Government's release of the draft National Standards for Out-of-Home-Care which the ACT endorsed, stricter processes surrounding employment and Working with Children and Vulnerable People checks, reform in the area of training and recruitment for potential foster carers (such as the introduction of the accredited Positive Futures, Caring Together training package), and interagency work and training to support best practice across the sector.



“

Thank you for the opportunity to place my child in swimming classes. I would have found it tough to find the money to do so.

The Aqua Swim program is wonderful and the instructor, Desley, is fantastic with my daughter. Teaching a child how to swim is a precious gift and it could save a life. All children should be in a learn-to-swim program like this.

No matter how silly my questions may seem, the staff answer them with such professionalism and are always so helpful. I am so glad I am receiving this help.

Please continue to fund this great initiative!

*(Mother from Family Links Program)*

”

•  
• **IN 2011-12 COMMUNITIES@WORK'S FAMILY**  
• **PROGRAMS ASSISTED 91 FAMILIES, 591**  
• **ADULTS AND 651 CHILDREN.**  
•





*Giving Families  
a Helping Hand*

# Parenting Matters

“ I have realised that I parent a lot better if I stay calm. With Parenting Matters support I am coping so much better. ”

(Single Mum with three children)



Our Parenting Matters program provides practical and easily accessible support to families to develop skills that promote and maintain positive parent/child relationships. This program now offers support to families with children from birth to 8 years of age.

We have continued to implement the evidence based Parents as Teachers (PAT) program offering support and information about a child's development in those important first few years. The program consists of monthly home visits by a qualified PAT Parent Educator.

We also offer a weekly playgroup at which a facilitator guides children's play in a supportive environment and is available to provide professional advice on child development and behaviour. A Parenting Skills program also offers

## How We've Changed

Research in brain development and its implications for children's learning, development and behaviour have changed the way we approach behavioural concerns. We are constantly keeping abreast of new research outcomes to ensure that we are up-to-date with best practice approaches to parenting.

parents the opportunity to meet other parents and discuss issues.

This year we purchased Triple P (parenting program) resources in Arabic, Japanese and Chinese to support some of our families who don't speak English as a first language.

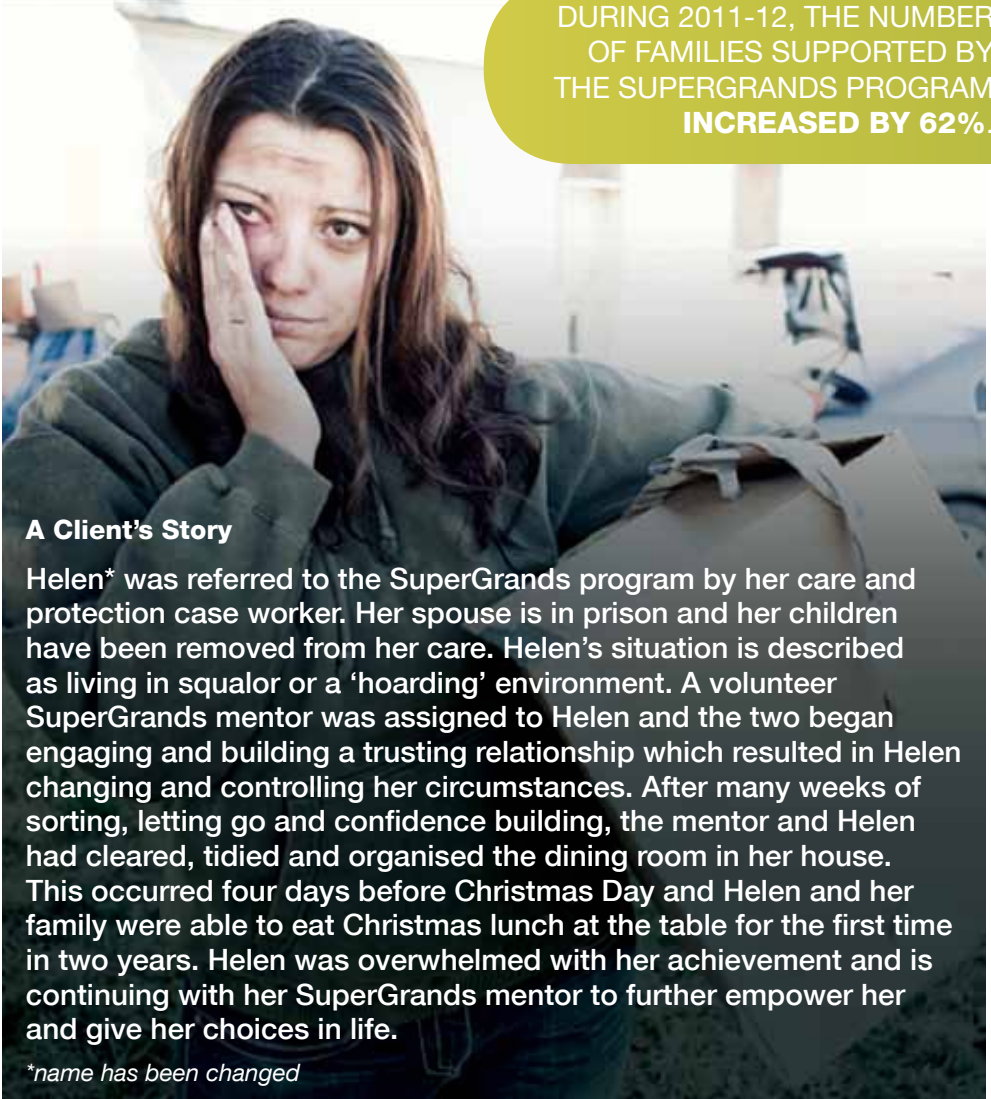
IN 2011-12, **168 CLIENTS** ATTENDED OUR INDIVIDUAL PARENTING SESSIONS AND **57 FAMILIES** ATTENDED OUR COMMUNITY SKILLS TRAINING SESSIONS.

**516 CHILDREN & 348 PARENTS / CARERS** ATTENDED OUR PARENTING MATTERS PLAYGROUP OVER **50 SESSIONS**.

WE RECEIVED **87** NEW REFERRALS DURING THE YEAR.

# SuperGrands

DURING 2011-12, THE NUMBER OF FAMILIES SUPPORTED BY THE SUPERGRANDS PROGRAM INCREASED BY 62%.



## A Client's Story

Helen\* was referred to the SuperGrands program by her care and protection case worker. Her spouse is in prison and her children have been removed from her care. Helen's situation is described as living in squalor or a 'hoarding' environment. A volunteer SuperGrands mentor was assigned to Helen and the two began engaging and building a trusting relationship which resulted in Helen changing and controlling her circumstances. After many weeks of sorting, letting go and confidence building, the mentor and Helen had cleared, tidied and organised the dining room in her house. This occurred four days before Christmas Day and Helen and her family were able to eat Christmas lunch at the table for the first time in two years. Helen was overwhelmed with her achievement and is continuing with her SuperGrands mentor to further empower her and give her choices in life.

*\*name has been changed*

SuperGrands are mature, trained volunteers who are carefully matched with families to offer free one-on-one home mentoring and/or group coaching in areas such as budgeting, meal planning, establishing routines and basic home maintenance. This program supports 8 families.

The program addresses particular vulnerabilities and the unmet needs of parents who do not have the skills

to cope with the financial and time pressures associated with parenting and child rearing.

A new advertising campaign and fresh marketing material was developed to enhance awareness of the program and attract new volunteers.

A new database was implemented to improve the overall efficiency and effectiveness of day-to-day program activities.

## How We've Changed

When the SuperGrands program commenced in 2006, the focus was on assisting people who were isolated from their immediate or extended family. Today, the program is also assisting families with particular vulnerabilities including domestic squalor, hoarding, mental health issues and child protection needs.

# Family Links

The Family Links Program is designed to provide coordinated and intensive support to parents and children who are vulnerable, at risk or disadvantaged.

The Program is funded by the Department of Families, Housing, Community Services and Indigenous Affairs and is integrated closely with the SuperGrands program.

## Family Links includes a suite of five different components:

- **Parents as Teachers:** an international early childhood parent education and family support program serving families from pregnancy to three years of age. Professional educators conduct home visits to enhance child development and school achievement through parent education.

EACH OF THE PROGRAMS HAD THE FOLLOWING NUMBER OF PARTICIPANTS:

PARENTS AS TEACHERS: **20**  
PAINT & PLAY: **89**  
INDIGENOUS LEARNING CLUB: **18**  
AQUA SWIM: **48**  
HUMMINGBIRDS MUSIC: **38**

DURING THE YEAR, FAMILY LINKS PROVIDED SUPPORT TO **75 ADULTS & 138 CHILDREN** IN SOUTHERN CANBERRA.

- **Paint and Play:** an energetic, educational and social outdoor playgroup for children from birth to five years of age, jointly facilitated by C@W, Noah's Ark and Woden Community Service.
- **Aboriginal and Torres Strait Islander Learning Club:** provides students with the opportunity to benefit from a one hour homework session once a week at the Richardson Primary School, utilising facilitators from the school, Family Links and the Smith Family.
- **Aqua Swim:** provides swimming lessons to encourage water familiarisation and essential life saving skills in early childhood.
- **Hummingbirds Music:** Experienced music teachers engage children in stimulating music activities that enhance physical, cognitive, social and emotional development while instilling a love of music.



## How We've Changed

When the Family Links program commenced it was originally funded to serve the suburb of Richardson only. The funding agreement was amended in 2011 to allow the program to branch out and support Tuggeranong and Weston Creek families generally. This has enabled us to build our client and activity reach, and to design new activities to meet client's needs.



### **A Client Story**

One family attends several of the activities delivered by Family Links. This family is a very young family with mum Lisa\* (20 years), dad Chris\* (24 years of age) and their daughter, Taylor\* (2.5 years). Lisa has expressed that Chris is very busy and she feels she has very little confidence or self esteem. She is unsure how to interact with Taylor, often finding her behaviour overwhelming. Chris and Taylor constantly fight.

Lisa engaged firstly with the Hummingbirds Music program offered by Family Links. At first Lisa was daunted by watching other mums and their children interacting in a way she thought was so much smoother than her and Taylor. Lisa commented that “everything is a fight - just getting her ready, fed and in the car is so difficult.” The program encourages interaction between parent and child and by the end of the first term Lisa and Taylor had made some small, but major improvements in their relationship. Lisa learned about some developmental milestones her daughter was going through and gained an understanding of why she was reacting to her in a certain way. Lisa also reflected that she needs to be wary of her own insecurities – realising that often her frustrations with Taylor are actually her own emotions, not necessarily a response to what Taylor has done.

By the end of the third term Lisa and Taylor were interacting well and becoming a mentoring pair to some new members of the program. Lisa was thriving in the social setting and enjoyed spending time before the session to eat fruit and talk to other mums.

Family Links supported Lisa to find an activity of her own and she soon linked up with the Brindabella Women’s Group at Isabella Plains and regularly attends their craft activities.

Lisa and her family have continued their journey with Family Links by participating in the Aqua Swim program for Taylor. Lisa is also continuing to work on building her own confidence out in the community instead of being isolated at home.

*\*names have been changed*



## Reach Home

IN 2011-12, THE REACH HOME PROGRAM SUPPORTED **31 HOMELESS FAMILIES** WITH A TOTAL OF **69 CHILDREN** UNDER THE AGE OF 18.

Our Reach Home program provides tailored case management, supported accommodation and outreach to strengthen and build self-reliance for families who are homeless or at risk of homelessness, particularly women and their children who are escaping domestic violence.

It assumed responsibility for management of an additional seven short term transitional properties. This effectively doubled the size of the program.

We have successfully broadened our response and work collaboratively with other specialist homelessness services (including the ACT government's social housing and homelessness services) in order to reduce the number of homeless families in the ACT.

The program undertakes comprehensive case studies to ensure that the service continues to be responsive to clients, particularly those with complex needs. We also work closely with other community and allied health service organisations.

## How We've Changed

Release of the Australian Government's White Paper, The Road Home, in 2008 with the goal of halving overall homelessness by 2020 put the spotlight on providing better support and outcomes to people who are homeless and generated reform in the sector.

During the year we changed our name from The Women's Housing Program to The Reach Home Program in line with the ethos that homelessness is more than just "houselessness" and doubled the capacity of our program to support a greater number of homeless families.

Our name change reflects the nature of both the outreach work and (at times) intensive case work that we do with our families. We work towards establishing the stability of a home that nurtures children within a safe and sustainable environment. We work with families to enable them to reach their goals and to become self-reliant and secure - to have the ability to overcome the barriers & difficulties they are facing in their lives so that they are better placed to participate in the community and are confident to access appropriate supports along the way if and as needed.



**“The Reach Home Program should be renamed The Guardian Angel Program. Honestly, I could not have achieved what I have, if not for the Reach Home Program.”**

(Reach Home Client)

### **Client Story:**

Jane\* and her two children, Sarah\* (15) and Tom\* (7) became homeless as a result of experiencing domestic violence in Sydney. They fled to Canberra to stay with Jane’s mother, however the relationship collapsed because of her mother’s deteriorating mental health, Jane’s own depression and overcrowding in the house. The family became homeless and was referred to the Reach Home Program.

A support plan was developed to enable Jane to regain her own health and put supports in place for the children. The plan also included developing skills, confidence and ability for Jane to support her children and develop goals for the family’s future.

Jane was referred to the Women’s Legal Centre for advice on the legal matters and both herself and her daughter Sarah were referred to the Sexual Assault Response team, so that the stress could be managed and monitored through counseling – both individual and as a family unit. The referral offered Jane the opportunity to promote a positive relationship with her children without feeling guilty and she was able to regain her health and wellbeing without the need for anti-depressants. The counseling support also encouraged her daughter, Sarah, to restore her health and recover from the effects of the incident. During this time, the family’s relationship with Jane’s mother also improved.


Sarah and Tom were supported to settle into their new schools and attend a number of activities run by the PCYC – which were of great benefit to both young people. Jane meanwhile was assisted to develop independent living practices (paying rent regularly and maintaining a property). She was also encouraged to follow her passion and dream of becoming a hairdresser/beautician and enrolled at CIT. Jane was supported to develop excellent budgeting skills whilst in the program and demonstrated an ability to manage her finances really well. As a result she was able to support her children and herself through parenting payments. After qualifying at CIT, Jane was encouraged to take the next step and find work. She was successful in gaining a casual job at a beauty salon.

Jane was assessed by the program as ready to be able to sustain a tenancy in her own right and put forward to Housing ACT for priority housing. Her application was successful and, after a short wait, she was offered a property.

*\*names have been changed*







One of Communities@Work's highly successful youth programs is the Galilee School. The School supports many young people who consider themselves 'failures' and who have been rejected by other schools. We recently enrolled a student whose only motivation was to talk about the crimes he had committed. His objective in life was to be a successful criminal and drug dealer like other members of his family. He has now spent almost one year at the Galilee School, and during that time he has developed considerable self confidence and belief. He has been given the opportunity to explore positive career paths and is in the process of finalising a school based apprenticeship. He also hopes to complete an apprenticeship in mechanics and is considering going to college. Moreover, he is now a leader and a positive role model for others at the school. This is just one example of how the school is transforming the lives of young people and helping them get 'back on track'.

*Youthful Vitality*



# The Galilee School



AS AT JUNE 2012 THERE WERE **22 STUDENTS** ENROLLED IN THE GALILEE SCHOOL. DURING THE YEAR, **2 STUDENTS GRADUATED** TO COLLEGE & **8 STUDENTS** SUCCESSFULLY PARTICIPATED IN **WORK EXPERIENCE** ACROSS VARIOUS SECTORS.

The ongoing operation of the Galilee School depends on the continued generosity of sponsors and donors.

*Donate today*

Visit [commsatwork.org](http://commsatwork.org)

The Galilee School is an accredited, independent school which provides an alternative education program for disadvantaged and at-risk young people aged 12 to 16 years in the Canberra region. It caters for the needs of students who do not fit the mainstream schooling system and encourages them to re-engage with the education system, by providing pathways to further training and transition into the workforce. The program is flexible and structured around students' needs. Based on the ACT curriculum, the program focuses on literacy and numeracy skills, but also covers other relevant subjects such as interpersonal skills, life skills, transition training and independence skills.

It also offers an alternative to mainstream schooling by providing opportunities for young people to work in a workshop setting focusing on wood work or metal work projects. The School has a constructive work experience program for students to help them gain practical work experience and potential employment opportunities.



Opening of new Health and Wellness Centre. Top photo Gai Brodtmann MP and Lynne Harwodd CEO of C@W

**“The Galilee School is good because it means I can get my Year 10 certificate even though I was suspended lots from my last school and didn’t attend. Galilee has got less people and the teachers are really supportive. The teachers are not like other teachers and they make a lot of effort for me and are not afraid to have fun with us.”**

Galilee School Student



## How We've Changed

The Galilee School has changed substantially over the years. We have progressed from being just an educational program to becoming a fully registered secondary school. We have also developed from supporting no more than 8-10 enrolments to currently assisting over 20 young people gain their Year 10 certificate, explore successful transition pathways, develop self confidence and achieve a truly holistic education in all areas of their self development.

# YouthCARECanberra

IN 2011-12, YCC SUPPORTED **150** OF CANBERRA'S MOST VULNERABLE & HOMELESS YOUNG PEOPLE.

DURING THE YEAR, THE NUMBER OF CLIENT CONTACTS MADE BY YCC EACH MONTH **INCREASED BY 42%** TO 44 CONTACTS IN JUNE 2012.

In August 2011, the Governor-General, Ms Quentin Bryce AC, officially launched YouthCARECanberra (YCC) at Government House. The event acknowledged the change in program name from Open Family ACT.

YCC offers a range of services to young people aged 12 -25 years who are homeless, at risk of homelessness, or in need of intensive support to help them get back on their feet.

The program is managed by Communities@Work and funded by "Supporting Canberra's Street Kids LTD", a group of local business people.

Our clients are at risk young people who are invariably confronted with multiple issues in their lives and who are unlikely to access mainstream youth services. Our goal is to better equip them to tackle their challenges and rise above them as they reoccur. We are available 7 days a week, 24 hours a day, and are able to respond to clients' needs as they arise.

The services offered by YCC include assistance in accessing accommodation, legal and family court support, food and emergency relief, support for drug, alcohol and mental health issues, assistance with family breakdown and relationship issues, support to re-engage in education and find employment, and assistance to access CentreLink and medical services.

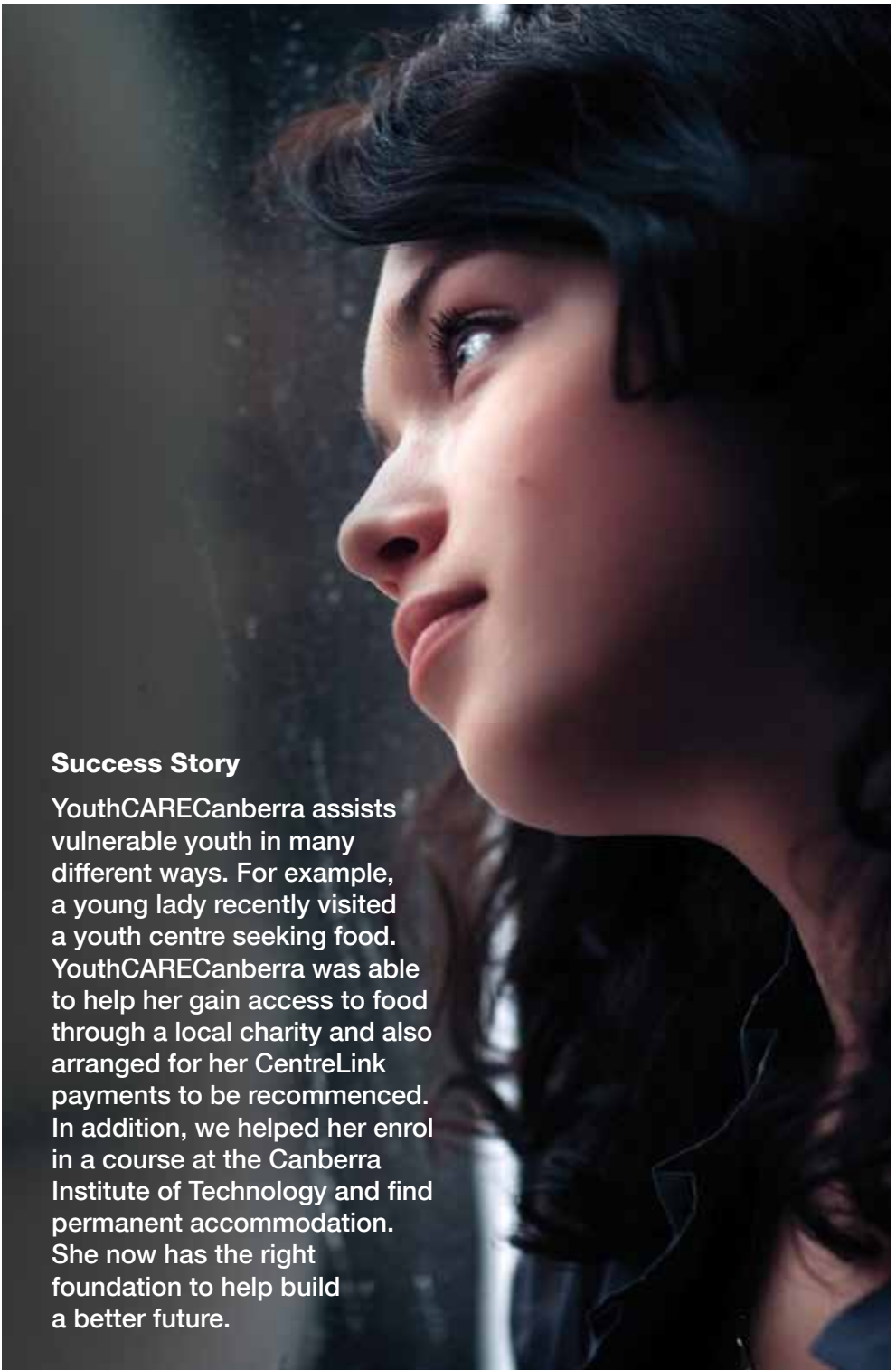
The ongoing operation of YouthCARECanberra depends on the continued generosity of sponsors and donors.

*Donate today*

Visit [commsatwork.org](http://commsatwork.org)



Launch of YouthCARECanberra by Governor-General Ms Quentin Bryce AC



### **Success Story**

YouthCARECanberra assists vulnerable youth in many different ways. For example, a young lady recently visited a youth centre seeking food. YouthCARECanberra was able to help her gain access to food through a local charity and also arranged for her CentreLink payments to be recommenced. In addition, we helped her enrol in a course at the Canberra Institute of Technology and find permanent accommodation. She now has the right foundation to help build a better future.

## **How We've Changed**

YouthCARECanberra has been operating in the ACT for over 20 years. For most of that time, it has delivered services to Canberra's homeless youth under the name of Open Family ACT, a subsidiary of Open Family Australia. However, our supporters, sponsors, donors and the young people we serve are all located in the Canberra region and the change in name recognises the program's status as a stand-alone Canberra charity. In addition, C@W's management of the program since 2011 has provided it with valuable linkages with other youth services and the scope to deliver a broader range of services to potential clients.

## How We've Changed

Consistent with the transition to new funding arrangements for ACT youth, C@W's youth programs were restructured substantially during the year.

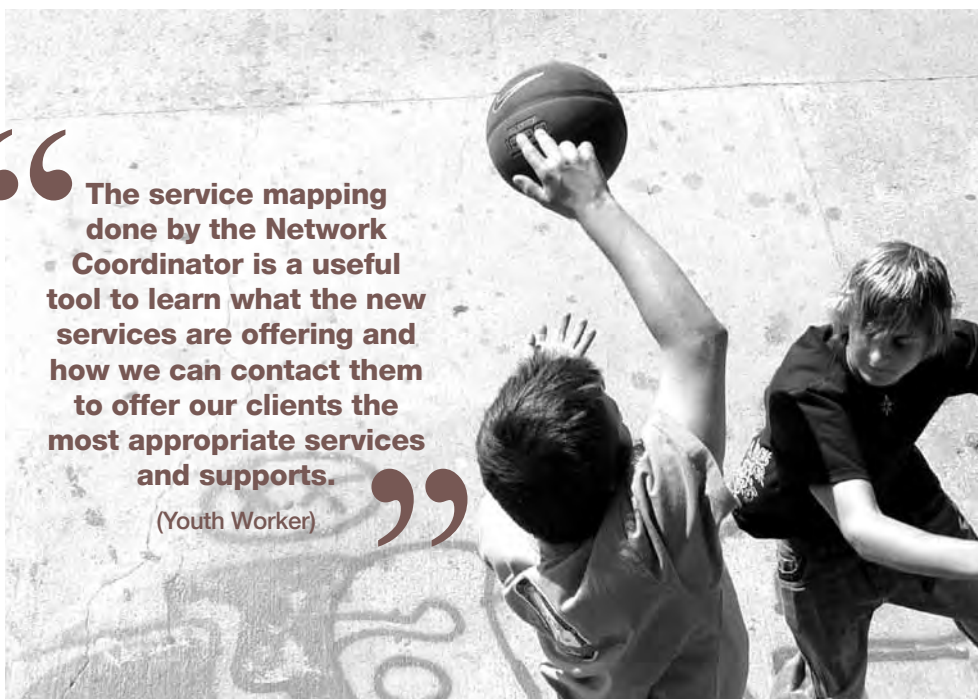
Prior to February 2012, Communities@Work operated a youth 'drop in' program, provided case management services for disadvantaged youth & also organised many community based youth events.

Following the introduction of the new funding arrangements, these programs were replaced with youth engagement & network coordination services.

## Network Coordination

“ The service mapping done by the Network Coordinator is a useful tool to learn what the new services are offering and how we can contact them to offer our clients the most appropriate services and supports. ”

(Youth Worker)



BETWEEN MARCH & JUNE 2012, NETWORK COORDINATION **CREATED LINKS WITH 22 PROGRAMS & SERVICES** ACROSS THE COMMUNITY SECTOR & WITH UNIVERSAL SERVICES.

Network Coordination is a new youth based service in the ACT which commenced in March 2012. Network Coordinators facilitate the linking of referrals from the ACT's Youth and Family Connect program to services within the defined network, as well as engagement with external stakeholders and promote collaborative practice between service providers.

The Network Coordinator for the Tuggeranong region is managed by C@W and is responsible for:

- Developing strategies to address future youth service needs.
- Developing linkages and partnerships with all youth & family service providers in the region as well as other universal service providers (education, health etc).
- Strengthening referral pathways and collaborative practices to help deliver the best outcomes for our service users and, ultimately, our clients.

# Youth Engagement

BETWEEN MARCH & JUNE 2012, THE YOUTH ENGAGEMENT PROGRAM HAS SUPPORTED **522 YOUNG PEOPLE** IN THE TUGGERANONG REGION.

The purpose of the Youth Engagement Service is to identify and engage young people who are vulnerable and at risk (medium to high risk) and who find it difficult to engage with mainstream service providers.

C@W manages the Youth Engagement Service for the Tuggeranong region which works in partnership with the Mura Lanyon Youth Centre YWCA to deliver high quality services to youth in the region. Our Youth Engagement Service includes the following programs:

- **The Journey** encourages young people to express themselves creatively through contemporary mural art design and painting in a safe, structured and supportive environment.
- A **Road Ready** course helps young people attain their learner's driving licence.
- **Art Workshops**, delivered in partnership with the Contemporary Art Space, assist young people to better explore different mediums and ways of self expression.
- Assistance to help young people **quit smoking** through Nicotine Replacement Therapy.
- Work with local high schools and Colleges to offer additional support to vulnerable young people.

IMAGINE. CREATE. INSPIRE.  
13-27 APRIL 2012 NATIONAL YOUTH WEEK

It's about you. Always!  
Communities@Work

**The Journey**  
FREE Mural Art Workshops

WHEN: MONDAY 16 & 23 APRIL  
WHERE: MEET AT THE TUGGERANONG YOUTH CENTRE CORNER PITMANN AND HOLWELL ST TUGGERANONG, BEHIND THE AMP BOWLING BUILDING  
TIME: 3.30 PM - 5.30 PM

P: (02) 6126 9059  
www.commsatwork.org

youth coalition

Sisterhood  
TUGGERANONG & WESTON CREEK YOUTH CENTRES

**Inspire**  
CONFIDENCE - LOVE - POWER

The most important person you have in your life is... *you!*  
Far too often we put ourselves down, or may think we're not worthwhile... but the truth is, we are all unique and truly amazing.

*Inspire* is an 8 week program aimed at inspiring young women towards confidence and self-love.

Photo Shoot: At the end of the program, each participant will be provided with their own professional portrait photo taken by our photographer as a memento of their growth and participation in the program.

Who: Young women aged 13-16 years  
When: Fridays 4 - 6 pm  
Commences: Friday 28 October 2011  
Where: Tuggeranong Youth Centre, One Holwell & Pitman Streets, Tuggeranong  
RSVP by 21 October 6126 9059 or email alison.bryant@commsatwork.org

www.commsatwork.org

Follow "Tuggeranong & Weston Creek Youth Centres" on Facebook

dhcs IACT Elie Surges PHOTOGRAPHY Communities@Work  
It's about you. Always!  
Tuggeranong & Weston Creek Youth Centres are managed by Communities@Work.

“Joel” is a 21 year old male with an intellectual disability. Joel has been accessing the Youth Engagement service on a regular basis for meals and outreach support. Joel told us:

I wouldn't be here if it wasn't for Communities@Work's youth services, the all-age music, or the support of the youth worker. It really keeps me going!

# Buoyed Up

“ Sailing was so much fun! I learned to tie a reef knot and figure eight knot. We learned to work together. It was great! ”  
(Kaity)



THE FIRST GROUP OF 17 PARTICIPANTS GRADUATED FROM THE PROGRAM IN MID 2012.

In March 2012, Bob Fisher, one of the most respected and experienced sailing journalists in the world, launched Communities@Work's new Buoyed Up program.

Buoyed Up, based on Yachting Australia's grassroots participation initiative Tackers, is a special introductory sailing program designed to provide vulnerable young people aged 7-12 years with a fun, confidence-building sailing experience. In particular, the program seeks to help disadvantaged youth:

- Build their self esteem
- Develop their motor skills
- Enhance their resilience
- Learn about their environment
- Value team work

Managed by Communities@Work, Buoyed Up has been developed with the support of the Sir Thomas Lipton

Foundation and Yachting Australia and will be facilitated by the Canberra Yacht Club.

The first group of 17 participants graduated from the program in mid 2012 and their school has committed to stage 2 of the program in late 2012. In addition, a number of other schools have expressed strong interest in the program. It is envisaged to develop and refine the program further by procuring additional support from sponsors, donors and governments.

The ongoing operation of the Buoyed Up program depends on the continued generosity of sponsors and donors.

*Donate today*

Visit [commsatwork.org](http://commsatwork.org)






*Buoyed Up Launch, children speaking to Olympian Malcolm Page OAM*

“ At sailing we learned to trust our class mates and teacher. We worked together to bring up boats that had capsized and sailing them in different directions. At first steering was hard but we eventually got the hang of it. ”

(Thomas)







“ I am a 39 year old man with a brain injury and until recently I was living at home with my parents. My mother died recently and I wanted to move out. My C@W caseworker helped me get ACT housing and she spent a lot of time supporting me with the move. I am very excited about living independently in the community which I haven't done since my accident. I also help as a volunteer at the Lanyon Men's group and I have learnt a lot from them and enjoy chatting to the men about things I may not know much about. I am now busy with activities a number of days of the week and enjoying my life. ”

*(HACC Client)*

*Assisting People  
with a Disability*



# Supporting Children

## Case Study

Name: Adam\* Age: 8 years

Diagnosis: Autism

Adam began in the April school holidays and is a current student at Malkara Primary School. Adam likes his personal space, but enjoys knowing there are people around him and will engage in play experiences if he is interested. Adam enjoys the in-built trampoline and the climbing frames on the gym wall. Adam can express his frustrations in a variety of ways however; at times this may be expressed in a way which may disrupt his peer's activities.

With the small group sizes and the ability to have access to a range of areas, Adam is able to move about freely and enter and exit play situations as he chooses. The staff liaise with the school to ensure consistent messages and approaches are carried from the school environment through to the vacation care program.

As one family said to us "If it wasn't for this program our child would not have the opportunity to attend vacation care". (Family)



## Malkara

C@W Children Services Programs believes that all children regardless of ability deserve the right to a quality education which focuses on children's strengths and which fosters the developmental needs of every child.

In April of this year C@W extended this to provide the first integrated vacation care program for children with a disability or for children who have high support needs.

The establishment of this program has enabled children to access a vacation care service where their individual needs, interests and well being are supported. Children have the opportunity to participate in leisure activities and play based experiences that are engaging and interactive in a flexible and safe space.

## ACT Inclusion Support Agency

The ACT Inclusion Support Agency (ISA) provides support to children's services (School Age Care, Child Care Centres, Family Day Care) for the inclusion of children with a disability (as well as children from other identified priority groups). The ISA'S programs help build the knowledge, confidence and skills of educators to work effectively with children from a variety of backgrounds.

“ At Weetangara OSHC, the ACT ISA supported the program to include a number of children with a diagnosed disability. This was achieved through developing a Service Support Plan with the Service's Coordinator and the Manager of School Age Care, and providing the educators at the program with strategies to support the successful inclusion of all children. Weetangara is currently implementing a high quality program for all the children it supports, and has developed positive and inclusive practices to ensure that children with additional needs are given every opportunity to meet their potential. ”

# Fun4Youth



Our Fun4Youth (F4Y) Respite Program is an after school and vacation care program for young people aged 12-18 with a diagnosed disability. The program enhances the social skills of participants, builds their peer networks and provides them with opportunities to engage in recreational activities in an inclusive youth-based environment.

The program provides a choice of leisure activities at different skill levels

FUN4YOUTH DELIVERED  
**5,255 HOURS** OF SERVICE TO  
CLIENTS IN 2011-12.

including music, craft, board games, movies, ten-pin bowling, art and dance. Transport is provided for clients to attend activities and individual tailored care plans are developed.

## How We've Changed

Fun4Youth began over ten years ago as a quite isolated program that was primarily run from the back of the Youth Centre with little interaction between “mainstream” youth and F4Y Participants. Today it is a forerunner in Inclusive Practice, with the After School Program and School Holiday Programs being facilitated as part the mainstream youth space and offering activities and workshops that encourage Participants to engage and learn valuable life skills whilst gaining a sense of belonging to the wider community. A recent event that highlights this is the participation of a F4Y Team in the Canberra Times Fun Run which gave participants the opportunity to walk and talk with Community Volunteers from diverse backgrounds.

“ **One young man who has participated in the F4Y program is 18 years of age living with an intellectual disability. He required assistance to develop confidence, build self-esteem and identify barriers to forming friendships. With the support of the F4Y program he has increased his social awareness and respect for others, and has enhanced his ability to engage with his peers and general members of the public. He has gained independence and has successfully secured a traineeship in Horticulture. He is now confidently setting personal goals.** ”

# Connections@Cooleman

IN 2011-12, CONNECTIONS@COOLEMAN PROVIDED **5,255 HOURS** OF ACTIVITIES BASED SERVICES & THE NUMBER OF CLIENTS INCREASED **BY 53% TO 26.**

Connections@Cooleman is a living skills and leisure program for adults with a disability. Participants engage in a range of activities from cooking and craft to music, dance and regular outings to places of interest. Many of the group members have been isolated in their homes and the program has given them an opportunity to meet

new people and learn new skills in a safe and supported environment. The group strengthened its relationship with the Fun4Youth program through resource sharing, and also developed a constructive partnership with St Peters in Weston which donated a keyboard to the group.

**“ I would like to express my gratitude and thanks for the excellent job you are doing at Connections@Cooleman. It has taken me a great deal of time to get Ranae motivated to do anything outside as she previously just spent her time sleeping, eating and watching TV. She now has a reason to get up in the morning.**

**The program is very well planned to meet the needs of all the clients, which in itself is amazing. Everyone is busy and happy at the centre. Words cannot express the gratitude Jeff and I feel with the respite we have when Ranae is happily occupied. With your transport service picking her up and dropping her off, we have that bit more time together.**

**...Ranae loves the activities and the people. Connections@Cooleman is a valuable necessity. It is a complete service to the carers of people with a disability and to the disabled themselves. I can see a great future for the group, and hope we will be a part of it for a long time to come. Thanks to all.**

Pam and Jeff (Carers)

”

## How We've Changed

When Connections@Cooleman commenced over two years ago, the focus of activities was on inclusion, increasing confidence, building friendships and increasing 'choice' within the group. Today, we are maintaining and building upon this base by finding ways to provide experiences that challenge people at different levels by finding opportunities for the group to get out and about in Canberra to enjoy some of the free community events that many of us take for granted. Extending the quality of people's experiences by encouraging them to enter competitions or take part in events led to a group entry of Artworks in the Disability Art and Craft Exhibition at the Canberra Show where we took out a group award and winner of the first and second prize - a real achievement for all!



### **A Client's Story**

Mary\* is a woman in her forties who has an intellectual disability. She has lived with her family all of her life and in the past few years has become socially isolated.

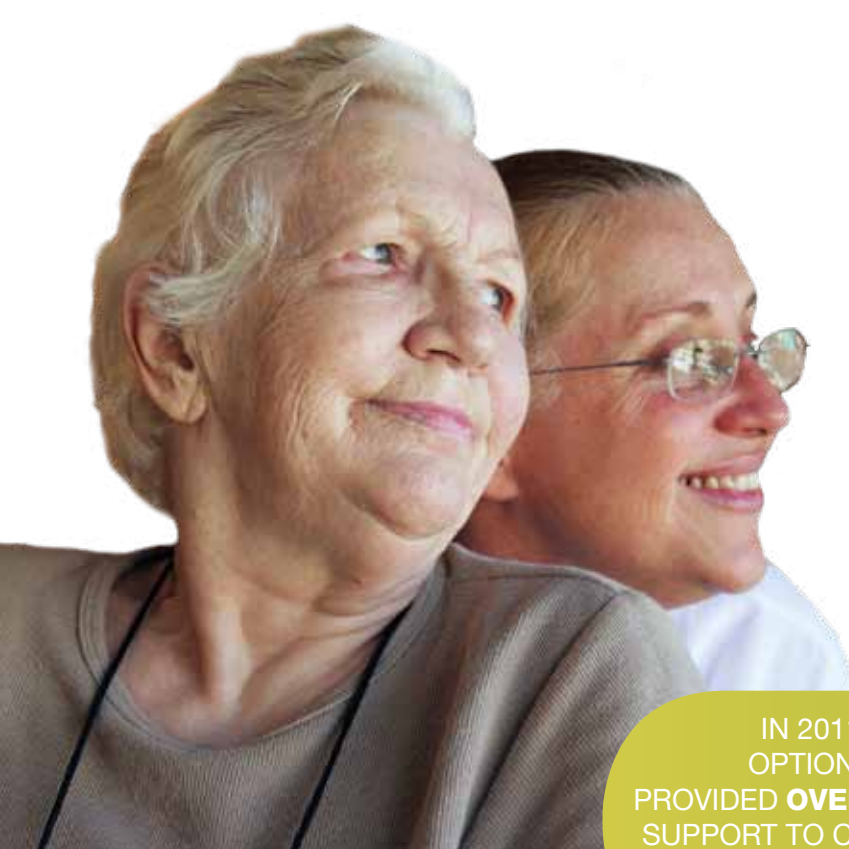
Mary joined the Connections@Cooleman program in early 2010. When she first came into the group she only spoke when spoken to and kept very much to herself. She enjoys craft, painting and drawing, and has a real talent and individual style. Participation in the craft group has allowed her to rediscover these talents. She has received lots of positive feedback regarding her art and has made a committed contribution to the Yellow Van Christmas cards we have produced for the past two years. She produced work which received first and second place in her class at the Canberra Show.

Mary says that being part of the group has made her feel more confident when talking to people she doesn't know and provided her with a range of new experiences and opportunities. Mary was an active participant in the music program, contributing to the song that was written and recorded last year. Mary will now have a go at everything, whereas previously she would have 'held back'.

Mary is now happy to talk to everyone and makes a valuable contribution to discussions. She said that she feels happy and safe in the group. Mary is an important group member who welcomes new people and likes to help the seniors on the transport bus. She also knows all the drivers. We have recently started a fitness program and Mary said that she is really enjoying it and feeling better for it.

Using the community transport system has not only provided Mary with access to the program, but also allowed her to expand her social network and attend another art class outside of the group.

(\*Name has been changed to protect the privacy of the client).



# Respite Options ACT

IN 2011-12 THE RESPITE  
OPTIONS ACT PROGRAM  
PROVIDED **OVER 550 HOURS** OF  
SUPPORT TO CARERS & PEOPLE  
EXPERIENCING MENTAL ILLNESS  
OR INTELLECTUAL DISABILITY.

Respite Options ACT provides flexible and supportive services to carers and care recipients, with a focus on support for carers of persons experiencing severe mental illness. We provide one-on-one supervision and training to develop the skill sets of staff. Training programs included sessions covering children of parents with a mental illness, other illness specific workshops, training to support self advocacy and mental health first aid training.

In collaboration with Marymead and Carers ACT, we were able to offer support to carers whose daily living posed significant challenges in areas such as budgeting, personal and domestic hygiene, and care and protection. Partnerships were also developed with Community Connections and Community Options.

## How We've Changed

This year Respite Options ACT celebrates its fifth year in operation. In 2008 there was one casual staff member with minimal qualifications in mental health. We now have six staff members with extensive experience or qualifications in psychology.

## “ A Client's Story

**A carer who is caring for her spouse and child requested assistance to reduce clutter in her home. Her goals were to make the house conducive to occupational health and safety standards and to have a garage sale.**

**Combined funding from Carers ACT and Respite Options provided the client with two skips and twelve sessions of respite. The outcomes were the removal of the majority of the clutter and to pave the way for a garage sale.**

**Feedback at the end of the service indicated the carer felt very supported and respected.**

**She said the staff had the skills to listen to her when she disclosed concerns for the future and reflected on her obstacles in life.**

**After exiting Respite Options ACT, a referral was made to the Home and Community Care team for support to help her achieve her long term goals.**”



# Home & Community Care - Disability Services

IN 2011-12, WE PROVIDED SUPPORT TO **485 CLIENTS** UNDER THE HACC PROGRAM, OF WHICH **322** WERE NEW CLIENTS. DISABILITY SERVICES PROVIDED OVER **13541 HOURS OF SERVICE & 14,900 TRANSPORT TRIPS.**



## INDIVIDUAL PROGRAM ACTIVITY WAS AS FOLLOWS:

CASE COORDINATION  
- **2,426 HRS**  
DOMESTIC ASSISTANCE  
- **1,802 HRS**  
SOCIAL SUPPORT - **184 HRS**  
PERSONAL CARE - **297 HRS**  
SPECIAL CARE TRANSPORT  
TRIPS - **14,900**

Our disability services provide assistance for people to live independently in their own homes and stay connected with the community. The services are funded under the Australian Government's Home and Community Care (HACC) program. We help people with everyday tasks such as housework, shopping, showering and getting dressed. We also provide transport to medical appointments and outings.

C@W implemented a number of quality improvements to its HACC based services following recommendations of a Quality Care Review which measured the success of the program against the Community Care Common Standards. While C@W met all of the standards, we continually strive to improve the quality and relevance of services to clients.

“ I am a 58 year old woman who uses the HACC transport on a weekly basis with my assistance dog. I suffer from severe epilepsy which results in seizures. My dog, who tells me when seizure is imminent, is secured by a harness to the wheelchair restraints and I sit so I am close to my dog. I would like to express my thanks to all the staff involved who have been very kind and helpful. I hope and pray that the funding for this service can continue and grow. ”

(Special Care Transport Client)

## How We've Changed

The C@W HACC program has a long and successful history in providing support services to the southern region of Canberra. The program also plays a vital role in assisting people with a disability to access and engage in community activities.

Since the early years of the HACC program there has been an increase in the use of the more traditional services such as domestic assistance and personal care, but the program has also seen a growing increase in the use of the transport and day programs which are pivotal to community inclusion.

“

I am a 94 year old lady who was living independently in my own home until a serious fall late last year. My family was concerned about how I was going to manage at home. A staff person from C@W visited me at home and provided me with transport, domestic assistance, shopping support, a personal alarm and a wheelie bin service – my family was very happy. Six months later these services remain in place and I'm living an active and independent life while living in my own home. I now attend the Centre4Seniors activities on a regular basis and I have made new friends and am connected with the local community.

*(Aged services client)*

”



*Caring for  
Our Seniors*

# Home & Community Care - Aged Services



IN 2011-12, WE PROVIDED SUPPORT TO **208 CLIENTS** UNDER THE HACC PROGRAM, OF WHICH **138** WERE NEW CLIENTS. AGED SERVICES PROVIDED OVER **5,803 HOURS OF SERVICE**, **6,385 TRANSPORT TRIPS** & **2,188 MEALS** TO THE CLIENT GROUP.

**“ I started coming to the C4S three years ago and it is important to have a place like this. I have had three major traumas in my life close together, which left me feeling depressed and suicidal. When I started coming I found compassion, patience, companionship, routine and good food. I am now back on my feet and able to enjoy life once again. I come once a week and I have been able to return to doing other things in the community like lawn bowls. I am independent again. ”**

(Centre4Seniors Client)

Our aged services are funded under the Australian Government's Home and Community Care (HACC) program. They allow people to feel included in the community.

The Centre4Seniors provides centre-based day care and the opportunity for seniors to participate in quality recreational programs, make new friends and enjoy a hot lunch. It includes an exercise program, craft group, Memory Lane program for early stage dementia, singing program to improve motor function and communications and the Lanyon Men's Group to provide mateship.

We have actively sought opportunities to form occasional or longer-term relationships with other organisations to enhance service delivery.

Examples include:

- Participating in a Questacon Outreach Science Circus pilot program for seniors;
- Participating in the YMCA Seniors Sports Carnival held at the Mpowerdome, with CIT students providing seniors with training leading up to the event;
- Working closely with Social Workers and staff at The Canberra Hospital and with health and service providers within the ACT.

## INDIVIDUAL PROGRAM ACTIVITY WAS AS FOLLOWS:

CASE COORDINATION - **1,040 HRS**  
DOMESTIC ASSISTANCE - **772 HRS**  
SOCIAL SUPPORT - **78 HRS**  
PERSONAL CARE - **126 HRS**  
CENTRE BASED DAY CARE - **12,619 HRS**  
SPECIAL CARE TRANSPORT TRIPS - **5,553**  
COMMUNITY MINIBUS TRIPS - **2,776**  
MEALS - **2,188**



### A Client Story:

In March this year, the community minibus service had a request from the family of a client who had passed away to transport the lady's husband from Mirinjani Nursing Home to the Norwood Park Crematorium to attend her funeral. The family had been unable to find any public transport that would be able to assist as the gentleman uses a fall-out chair rather than a wheelchair. The local taxi companies were reluctant to assist. After testing to see if the chair could be safely secured in the community minibus due to its size, we were able to assist the family and transport the gentleman to attend his wife's funeral.

## How We've Changed

When the HACC transport service was first established, we had one vehicle and one paid driver who was shared between the Tuggeranong Community Service and the Weston Creek Community Service. Since the amalgamation of the two Services in 1984 and the subsequent development of the HACC program under Communities@Work, the HACC transport service has grown considerably. We now operate with four vehicles on the road each day and a pool of seven casual drivers. The program is still supported by a number of dedicated volunteers.

# Women's Neighbourhood Group

IN 2011-12, THE NUMBER OF MEMBERS FOR THE WOMEN'S NEIGHBOURHOOD GROUP WAS OVER 25.

The Women's Neighbourhood Group is a friendly, informal social group for women of all ages. The group positively encourages women who are socially isolated and celebrated its 19th birthday in 2012.

The group has over 25 members and continues to support the Australian Federal Police, Canberra Hospital and Galilee Foster Care with donations of hand-made Trauma Teddies and rugs.



Images: Women's Neighbourhood Group Birthday Party

# 55 Plus Club



Launch of the new Tuggeranong Seniors' Centre. L-R: Lynne Harwood CEO of C@W, Pat Dahl President of 55 Plus Club & Minister Joy Burch MLA

The 55+ Club moved to its new facility at the Tuggeranong Seniors' Centre at Greenway. The Centre was officially opened by Minister Joy Burch MLA on 18 November 2011.

The Club's Committee continued to provide and to expand its range of inclusive activities for its members and to participate in events of interest to seniors.

A tripartite agreement between the Club, The Community Services Directorate and C@W was the basis of the operation of the Centre and it provided for the financial arrangements for meeting the costs involved. C@W continued to provide practical support such as booking, asset/maintenance support as well as general auspicings assistance to the Club and for its operations at the Centre. An oversight committee of the three parties to this agreement meet regularly to review operations, monitor costs and to take action on issues as they arise..

IN 2011-12, THE NUMBER OF MEMBERS FOR THE 55 PLUS WAS 165.

# Tuggeranong Men's Shed



Image: Tuggeranong Men's Shed members helping out at Family Fun Day with Gai Brodtmann MP

IN 2011-12, THE NUMBER OF MEMBERS OF THE TUGGERANONG MEN'S SHED INCREASED BY 25% TO 94.

The Tuggeranong Men's Shed is a relaxed and creative space for all men to enjoy.

The Shed is auspiced by Communities@Work and proudly supported by the Lake Tuggeranong Sea Scouts, Bunnings Warehouse and Canberra City Lions Inc. The Shed is a proud member of the Australian Men's Shed Association.

The Shed is a great place for men to make new friends and chat with other men over a cuppa. The men meet

three times a week to learn and share skills in light woodwork, maintenance, computers and photography. They also undertake trips to other Sheds.

During the year, the Shed also established a new Management Committee, developed a Shed newsletter, revised the Shed rules and developed a health policy.

The Shed was successful in obtaining an IMB Foundation grant to fund occupational health and safety training and equipment.

## How We've Changed

Hard work by many within and outside of the Tuggeranong Men's Shed over the past 6 years to find and establish a permanent 'place to call home' is finally yielding results with a new facility now under construction. Six years ago, Lake Tuggeranong Sea Scouts followed by Canberra City Lions were quick to respond to the need of the small – but quickly growing – group of men with an interest in forming a community based men's shed for the Tuggeranong valley, by generously offering the use of their own facilities. This enabled the men to start light repairs and woodwork, computer and social activities to get the group going.

Membership has grown to over 90 men. The group now has a strong committee to manage the affairs of the shed and they are fostering mateship, skills sharing and community projects as they work towards incorporation.

“

The value of the Yellow Van food rescue service can be measured in terms of waste diverted from landfill, water saved in food production and dollars saved by charities. But the care for others and human dignity that the Yellow Van makes possible is both immeasurable and priceless.

I'll always remember how I first became really aware of the Yellow Van. A woman was describing how a beautiful piece of cake provided by the Yellow Van had made her feel special. It may me cry to think that something most of us take for granted can be so important to the dignity of someone who is struggling. Well done to all of you for the wonderful work you do.

*(Yellow Van Supporter)*

”







the  
yellow van  
= food rescue  
managed by community lead work

*Supporting Our  
Community*



# The Yellow Van Food Rescue



## How We've Changed

Our food rescue program has grown enormously in the 4.5 years since it was established. We started with one van and now have three. In our first year, we rescued an average of 2,300 kg of food a month, and we now rescue over 16,000 kg a month. Since our humble beginnings, we have rescued enough food for over 1.7 million meals. The local community has warmly embraced the service and we now have a huge pool of volunteers willing to help us.

C@W is the proud manager of The Yellow Van, Canberra's only food rescue charity.

The Yellow Van, formerly OzHarvest Canberra, rescues excess food from supermarkets, event caterers, institutions and corporate offices and delivers it free of charge to some 70 charities and refuges in Canberra, Queanbeyan and Yass which provide meals to people in need.

In addition to providing meals for disadvantaged people, the service generates significant environmental benefits by preventing thousands of kilograms of food from being dumped as landfill and saving water in food production. It also allows charities to reallocate funds originally budgeted for food to other worthwhile purposes such as client rehabilitation and training.

The rebranding to The Yellow Van reflects the maturity of our food rescue service and will enable us to respond to local community needs more effectively and efficiently. Importantly, every donation to the Yellow Van will stay in the local region.

The restructure of our collection and delivery schedules has enabled us to rescue higher volumes of food at a lower cost per kilogram. The Yellow Van rescues enough food for one meal for less than \$1.

In 2011 and 2012, our food rescue service was a chosen charity for Floriade, Canberra's highly acclaimed annual flower display. Our presence at Floriade dramatically increased awareness of the impact of our work in the community.

IN 2011-12, THE YELLOW VAN RESCUED 211,277 KG OF FOOD WHICH PROVIDED 697,000 MEALS TO VULNERABLE PEOPLE IN THE COMMUNITY. THAT'S 1,910 MEALS A DAY!



The Independent Property Group and Allhomes became major sponsors of the Yellow Van, while the Canberra North Rotary Club pledged ongoing support for up to three years. We were also grateful for financial support from the James Kirby Foundation, the Milton Corporation, the Canberra Hellenic Club, the Snow Foundation, the Queanbeyan Leagues Club and the Yass Soldiers Club.

The ongoing operation of The Yellow Van depends on the continued generosity of sponsors and donors.

*Donate today*

Visit [commsatwork.org](http://commsatwork.org)



Launch of The Yellow Van. L-R Lynne Harwood CEO of C@W, David Burnet Director of The Yellow Van & Andrew Barr MP

“Last week we opened our Christmas present room. We were inundated and I was not sure how we would survive. Fifty nine people sought our help on the first day. The fruit and vegies were walking out the door at a great rate of knots and I was really worried about the service we could provide to our clients.

I rang The Yellow Van – “Please help, I am desperate!” Since then, the Yellow ‘Tardis’ has arrived every day at least once, if not more times. Chris and the volunteers are so helpful and are so willing to support us. They have all become our friends, and we really value the work they do.

(Sue Jordan, Director St John's Care Reid)

”

# Care&Share



Launch of Care&Share. L-R: Bill Bray Volunteer, Lynne Harwood CEO of C@W, Minister Joy Burch MLA, Dorothy Gunner former Manager of Care&Share, Kim Bool Director of Administration & Beth Major Volunteer

IN THE TWO MONTHS FOLLOWING THE LAUNCH OF CARE&SHARE IN MAY 2012, THE PROGRAM ATTRACTED **142 MEMBERS & 702 CLIENT VISITS**. IN THE SAME PERIOD, **OVER 7,000 GROCERY ITEMS & OVER 600 FRESH FOOD PACKS** WERE PROVIDED TO PEOPLE EXPERIENCING HARDSHIP.

“ I would like to express my gratitude to C@W for the launch of its Care&Share program. It provides relief to my family and eases the day to day burden associated with costs.

I feel a sense of empowerment by being able to pay a contribution for what I receive and find it removes the embarrassment that surrounds receiving and asking for charity. It helps you feel proud of your life and current situation. I would also like to thank the staff and volunteers who run the centre for their compassion and friendliness, and to all those who donate food and essential services.

”

(Care&Share Client)

In May 2012, C@W launched its new Care&Share program which provides food and essential services to individuals and families in southern Canberra who are experiencing hardship. The objective of the program is to help people make life-changing choices in respect of nutrition, budgeting and household practices.

With the generous support of CCS Facilities Maintenance Pty Ltd (as part of its Apprentice Day Out program) a pantry of healthy food hampers and essential items has been established in the Tuggeranong Community and

Function Centre. Clients are able to 'shop' for their items - either free of charge or for a nominal fee - in a safe, secure and dignified environment. Monthly appointments can be made for budgetary support and nutritional advice, and cooking lessons are also available.

The Care&Share program is delivered as part of C@W's Emergency Relief Program which also includes the provision of bus tickets, Telstra phone cards, emotional support, advocacy and referral services.

The ongoing operation of Care&Share depends on the continued generosity of sponsors and donors.

*Donate today*

Visit [commsatwork.org](http://commsatwork.org)

IN 2011-12, THE EMERGENCY RELIEF PROGRAM PROVIDED ASSISTANCE TO OVER **1,900** VULNERABLE PEOPLE IN THE COMMUNITY.



care&share  
food & assistance program

Communities@Work's new Care&Share program provides food and essential services to individuals and families in Southern Canberra who are experiencing hardship. You can show your support by joining our "Can-Drive" and donating tins or packets of non-perishable foods, and/or toiletries for the program.

**We need...**

 Tinned vegetables, fruit, meat & soup	 Jarred sauces, jams, & spreads	 Breakfast cereals & crisp breads	 Pasta, rice, flour & sugar
 Tea & coffee	 Toothbrush, toothpaste, soap, shampoo & deodorant	 Baby formula, baby food & nappies	 Toilet paper & feminine hygiene products

Food must not have expired by supply date and should be undamaged.

Please place your donation in the tub below.

*We know you care. Let your heart do the talking!*

P: 02 6293 6500  
[www.commsatwork.org](http://www.commsatwork.org)

the staff who support  
**Communities@Work**  
Care&Share is managed by Communities@Work



Care&Share Can Drive in the Hyperdome.

“ Care&Share is helping to develop a strong community spirit. Members are contributing by bringing along extra bags and recipes to share, and are exchanging information about what’s happening around town. Members are also ‘signing up’ friends in need so that they can benefit from the program. Members often come along in small groups, with senior members taking turns to drive. They often divide food amongst themselves, mindful of not wasting any. They bring with them smiles, laughter and occasionally some very worldly advice. This embodies the true spirit of the program. ”

(Care&Share Team)

## How We’ve Changed

Communities@Work has been providing Emergency Relief for over 10 years through the provision of Essential Cards, Phone Cards and Telstra vouchers to those experiencing hardship. With the introduction of the new Care&Share program, services were extended to provide a pantry of healthy food and essential items, cooking lessons, nutritional advice and financial support. Care&Share has been instrumental in driving a positive change in culture from client dependency towards client self – determination.

# Side by Side



In June 2012, Victims of Crime Commissioner, Mr John Hinchey, launched a new program to support people who have been victims of crime.

The Side by Side program is managed by Communities@Work and is an initiative of Victim Support ACT. Under the program, Communities@Work volunteers work alongside Victim Support ACT case workers to ensure that victims of crime receive practical and coordinated support.

The program aims to assist victims of crime by:

- supporting clients as they attend court proceedings
- assisting clients to submit applications for funding from the Victims of Crime Financial Assistance Scheme
- providing general support and mentoring
- de-mystifying the court experience and reducing anxiety
- dealing with processes and systems
- providing referral and advocacy services

Our partnership with Victim Support

ACT has provided valuable information and expertise to guide the future development of the program. For example, Victim Support ACT has conducted training programs for volunteers to ensure they have the necessary skills to be successful client mentors.

We have developed quality improvement indicators as a means of monitoring the success of the program, recording outcomes and implementing continual improvement measures for the benefit of clients, volunteers and the community generally.

“ **As a volunteer I am really looking forward to supporting and making a difference, big or small, to a person who has already been through so much and is continuing their journey through the criminal justice system.** ”

(Side by Side Volunteer at the programs first scheduled training with Victims Support ACT)

# NuSkills Learning & Development

“ NuSkills believes that every student matters, every qualification matters, every assessment matters, every class, every workplace visit, they are all important. NuSkills spends every day in the pursuit of leading practice in vocational education and training, because their students deserve it and because they can. NuSkills is creative and innovative in the design of their training programs and understand that people are at the heart of effective practice and service delivery. ”

(ACT Department of Education and Training, 2011)

IN 2011-12, NUSKILLS DELIVERED TRAINING TO 1,924 CLIENTS.



ACT Training Awards. Andrew Barr MP & Daniel Bowman Former Director of NuSkills

NuSkills Learning and Development (NuSkills) is a Registered Training Organisation (RTO) managed by C@W delivering nationally accredited training and professional development for the children's services and community services sectors.

NuSkills was the proud recipient of the 2011 ACT Small Registered Training Organisation of the Year award. This award reflects the professionalism, dedication and commitment of the NuSkills team and its holistic approach to training delivery and assessment, with a focus on the needs of the individual learner.

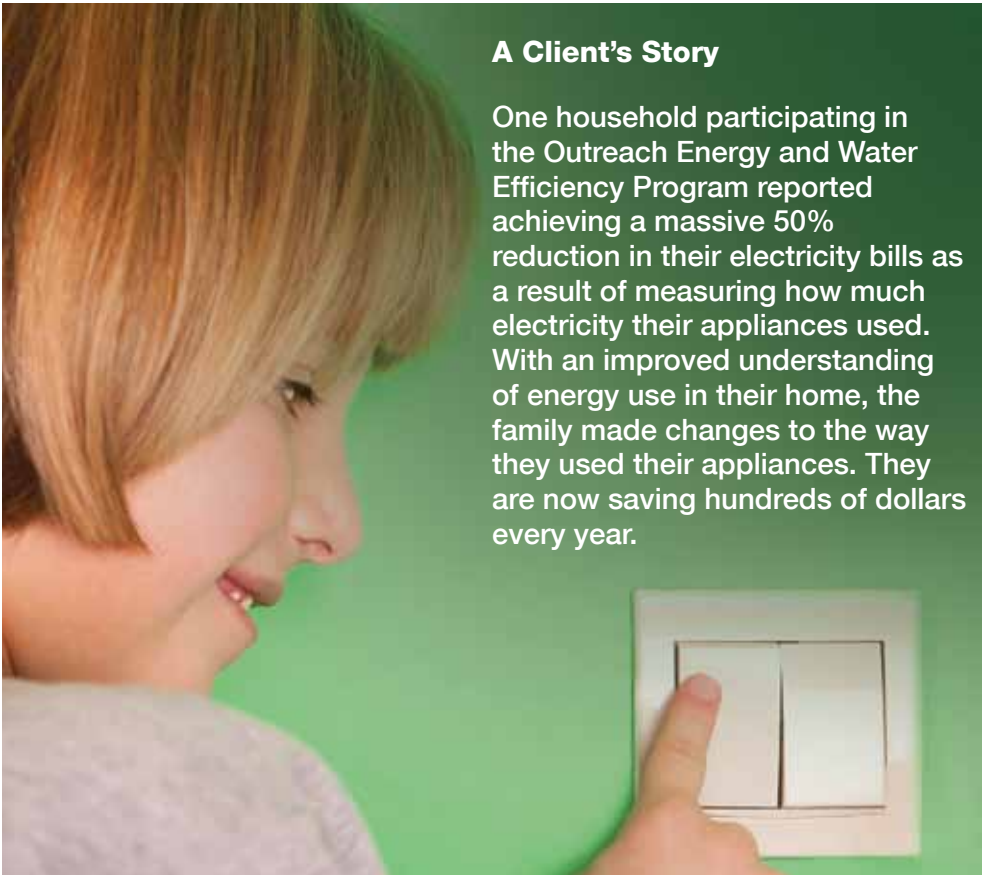
NuSkills Learning and Development has developed training partnerships with Koomarri, the ACT Department of Disability, Housing and Community Services, Marymead Child and Family Centre, Barnardos, Calvary Hospital, Learning Options, Impact Learning and Development, and a range of other entities.

On 10 August 2011, Minister Joy Burch MLA, launched an innovative joint venture between Koomarri and NuSkills, the Certificate 1 in Work Skills for Life. This partnership is unique to Canberra's disability services.

## How We've Changed

NuSkills Learning and Development have been established under the Communities@Work banner for 4 years. These past 4 years have been considerable for NuSkills. We have developed a lot of exciting new programs, expanded our trainee base, and formed many strong partnerships. NuSkills' primary objective is to deliver innovative training that focuses on student needs and offers choice to all stakeholders. We take full advantage of our enhanced capacity as an RTO and a sector leader - through Communities@Work's extensive suite of children's services and community services programs.

# Outreach Energy & Water Efficiency Program



## A Client's Story

One household participating in the Outreach Energy and Water Efficiency Program reported achieving a massive 50% reduction in their electricity bills as a result of measuring how much electricity their appliances used. With an improved understanding of energy use in their home, the family made changes to the way they used their appliances. They are now saving hundreds of dollars every year.

**IN 2011-12, WE ASSISTED 120 CLIENTS THROUGH THE OUTREACH ENERGY & WATER EFFICIENCY PROGRAM.**

**OF THESE, 14 CLIENTS IDENTIFIED AS ABORIGINAL & TORRES STRAIT ISLANDERS & 10 IDENTIFIED AS CULTURALLY & LINGUISTICALLY DIVERSE PEOPLE.**

The Energy and Water Efficiency Program is funded by the ACT government and is a practical approach to assisting low income households in the ACT reduce their energy and water bills. The focus of the program is on providing personalised education to support and empower those most in need.

Under the program, C@W assists households experiencing financial hardship with education and free home energy assessments to help reduce consumption as well as retrofitting as may be recommended in the assessments, replacement energy and water efficient appliances.

We continued to nurture productive partnerships with energy efficient retrofit providers and shared resources and energy efficiency updates with other community organisations delivering the program.

We undertook initiatives to build community awareness of ways to reduce energy and water consumption in the home by, for example, the development of program resource packs.

We commenced work on the development of a Sustainable Action Plan for C@W so that the organisation can develop and showcase contemporary, 'green' credentials.



# Community Development Programs

## Weston Paint & Play

In response to research indicating a perceived low rating on the Australian Early Development Index (AEDI) for children in Weston Creek, C@W commenced its Paint & Play Weston program in October 2011. The program is free and provides a fun time for children aged under five to engage in painting, puzzles, craft and singing in a safe outdoor area. It also provides an opportunity for mums, dads and carers to meet others from their neighbourhood.

Paint & Play Weston is jointly facilitated by C@W, Noah's Ark and Woden Community Service. This relationship has been beneficial to each of the services and also to the families and children.



SINCE COMMENCING IN OCTOBER 2011, PAINT & PLAY WESTON HAS BEEN ATTENDED BY **1,186 CHILDREN** AND THEIR PARENTS/CARERS. APPROXIMATELY **300 FAMILIES** HAVE REGISTERED, AND MORE THAN **30 DIFFERENT CULTURES** ARE REPRESENTED.

“ I want to thank each of your workers for the wonderful work you do here at Paint & Play Weston. This is our last week here, as my family and I are returning to Germany, and we are really going to miss coming along. I've never seen a program like this before, it's just amazing! ”

(Dad with 2 children)

## Weston Pram Pushers

Over the past 12 months this walking group, which is registered with the Heart Foundation, has provided social interaction and physical activity for more than 130 families, and their children, in a relaxed and friendly atmosphere in Weston Creek.

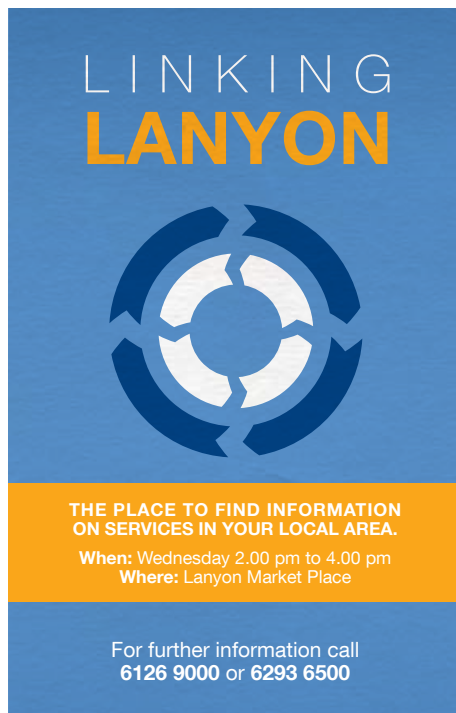
IN 2011-12, WESTON PRAM PUSHERS HAS ATTRACTED MORE THAN **130 FAMILIES**.



## Hubs

Hubs provide access to information whether it be child care options, playgroups, when the next local council meeting is on, how to get some help around the home, or information about the myriad of services, groups and activities that are available in Canberra.

Communities@Work's Community Information Hubs currently operate at Lanyon Marketplace and Cooleman Court Shopping Centre Weston. In the past year around 100 Hubs have been held supported by thirteen agencies who also assist people to find the right service to suit their need and to find out more from residents about their local area.



**LINKING  
LANYON**

THE PLACE TO FIND INFORMATION ON SERVICES IN YOUR LOCAL AREA.

When: Wednesday 2.00 pm to 4.00 pm  
Where: Lanyon Market Place

For further information call  
6126 9000 or 6293 6500

## Network Meetings



IN 2011-12 THERE WAS  
22 NETWORK MEETINGS  
CONDUCTED IN WESTON  
CREEK & TUGGERANONG.

The Community Development program coordinated 11 Network Meetings in Tuggeranong, and 11 meetings in Weston Creek over the past year. These meetings bring together both community and government agencies to share information, promote their programs and activities, learn about the work of other agencies, and to network with other services.

Presentations and discussions were held across a broad range of topics including information and support available for carers, advocacy services for people with a disability, information on services for children & young people; How to get assistance around the home; Information on financial services and gambling.

## Aged Person Units

Communities@Work Community Development program assisted residents of the Aged Person Units (APUs) across Weston Creek and Tuggeranong in February to settle into their new homes and communities. In response to requests from residents at complexes in Kambah, Rivett and Chapman regular morning teas are held in their community rooms either on a fortnightly or monthly basis to bring residents together to socialise and get to know one another, share stories and any concerns that they have and to provide information or referrals to other services.

“ I never expected when I approached Communities@Work that we would get so much support - thank you! ”  
(Resident of Rivett)



## How We've Changed

Ten years ago C@W reacted swiftly to the devastation caused by the 2003 Canberra Bushfires working closely with fire-affected residents and communities to assist them through recovery processes. In the Tuggeranong Valley the focus was also on young families and their needs.

Today the Community Development team is anticipating and responding to changes in demographics from Cotter Road to Lanyon – new families that have moved into Weston Creek along with new suburbs opening in Molonglo, people ageing in place in Tuggeranong and older residents down sizing or relocating into aged persons units - maintaining a focus on breaking barriers to social isolation and building on existing strengths in the community.





## *The Engine Room*

THE SUCCESS OF ALL OF OUR PROGRAMS IS DEPENDENT ON OUR ORGANISATIONAL RESPONSIVENESS & THE EFFECTIVENESS OF OUR 'ENGINE ROOM' IN PROVIDING CRITICAL SUPPORT SERVICES SUCH AS MARKETING, FUNDRAISING, EVENTS, RESEARCH, HUMAN RESOURCE MANAGEMENT, INFORMATION TECHNOLOGY & PHYSICAL INFRASTRUCTURE.

# Human Resource Management



Reconciliation Week Forum. L-R Kate Leonard Director Human Resources C@W, Brendan Collins RAP Coordinator C@W, Kiyah Missen RAP Advisor Reconciliation Australia, Rod Little Chairperson ACT Aboriginal Torres Strait Islander Elected Body, Leah Armstrong CEO Reconciliation Australia, Diane Collins Deputy Chairperson ACT Aboriginal Torres Strait Islander Elected Body

AS AT JUNE 2012, THERE WAS **174 FULL TIME, 159 PART TIME & 117 CASUAL STAFF EMPLOYED BY COMMUNITIES@WORK.**

The **FISH leadership philosophy** was embraced to help shape the culture of C@W around four broad themes:

- **Be There:** be present in all your dealings
- **Play:** be creative, enthusiastic and have fun
- **Make Their Day:** engage people in a meaningful and memorable way
- **Choose Your Attitude:** take responsibility for how you respond to circumstances

A staff satisfaction survey was conducted and showed a high levels of team spirit, cooperation and morale amongst C@W staff. The positive response was identified as being due to friendly and supportive colleagues and their genuine passion to make a difference in the community and help people in need.

A review of recruitment and selection processes was undertaken to provide more streamlined and effective means

to better attract employees with the right skills and values alignment. Effort also focused on the training and development functions, including the re-development of the induction program and a staff training program that reinforces C@W's status as a learning organisation.

Considerable effort was devoted to enhancing awareness of C@W's Reconciliation Action Plan (RAP) within the Aboriginal and Torres Strait Islander (ATSIC) community. During Reconciliation Week, C@W conducted a Reconciliation Forum with key ATSIC identities and during NAIDOC Week we hosted a store on the Peninsula.

A RAP Steering Committee was established to guide the future implementation of the RAP and a strong partnership was developed with Yaama Indigenous Personnel which has been engaged to conduct cultural awareness training for all C@W staff.

# Volunteers

AS AT JUNE 2012, C@W HAD 225 ACTIVE VOLUNTEERS CONTRIBUTING TO THE SUCCESS OF A DIVERSE RANGE OF PROGRAMS.

Our many passionate and committed volunteers provide a vital resource for the delivery of a broad range of programs.

We engaged with many schools, corporate partners and other agencies to expand volunteer numbers.

A new, streamlined recruitment process for volunteers was implemented to ensure their speedy placement into programs requiring their skill sets.

A modern induction process was introduced providing volunteers with a fun and interactive learning experience about C@W.

Relationships with volunteers were strengthened through regular communication and a number of social events. A new online CRM system was adopted to improve communication processes and ensure the maintenance of accurate data and reporting.

New marketing materials to attract volunteers were developed and a Volunteers Newsletter was introduced to inform volunteers of C@W news, volunteering stories and training opportunities.

The Yellow Van won the Volunteer Team of the Year Award at the National Volunteer Awards in December 2011. Local Federal Government representatives Senator Kate Lundy, Member for Fraser Andrew Leigh and Member for Canberra Gai Brodtmann announced the winners at a ceremony at Albert Hall on International Volunteers Day.

“ I decided to join the volunteer program to give back to the community now that I am retired. Some of the best times, I have found, is when I pick up a client and see the joy on their face. I enjoy the conversations I have with them and the relationships it builds. In helping them, I am meeting a lot of new people and learning about some very interesting lives. ”  
(Garry Stroud)



Volunteers Lunch. L-R Loughlin Gould MC for the event, Ala Pietranik Manager C@W Volunteer program, Gai Brodtmann MP and Lynne Harwood CEO of C@W.

# Assets & Infrastructure



IN 2011-12, MORE THAN 1,200 MAINTENANCE TASKS WERE LOGGED AND COMPLETED BY THE MAINTENANCE TEAM. THE INFORMATION TECHNOLOGY TEAM ALSO LOGGED AND COMPLETED MORE THAN 1,300 IT TASKS.

The maintenance team was restructured to ensure it was better aligned to the requirements of the organisation. In particular, specific resources were allocated to improve asset management and the amenity of the Tuggeranong Community and Function Centre.

We commenced a programmed maintenance schedule for all C@W facilities utilising a suitably configured maintenance van. This is expected to result in a significant reduction in the incidence of malfunctions at our facilities and enhanced facilities generally.

A dedicated maintenance budget was introduced to ensure that the real cost of maintenance for the organisation can be more strategically managed. We used the Loc8 integrated Asset and Maintenance management software package to improve our responsiveness to, and monitoring of, maintenance requests.

We moved our information technology platform from Microsoft Outlook to

“ I just wanted to let you know how happy we are at Illoura with the changes to the maintenance systems. Vince has been amazing and always willing to have a look at any maintenance ideas around the centre. The addition of the van and allocated days seems to be working very well. Thank you for your efforts and please thank your team on our behalf. ”

(Illoura Child Care and Education Centre)

Goggle Enterprise to provide a more cost effective means of maintaining integrated communications.

We ensured systems were appropriately scaled to meet the increased demand from organisational growth. With the amalgamation of C@W with Galilee, we facilitated a number of significant relocations of staff and met associated information technology needs.



# Function Centres

IN 2011-12, OVER 30,000 PEOPLE UTILISED THE FACILITIES OF THE TUGGERANONG COMMUNITY & FUNCTION CENTRE. OVER 10,000 PEOPLE USED THE BONYTHON NEIGHBOURHOOD HALL.

C@W manages the Tuggeranong Community and Function Centre (TCFC) and the Bonython Neighbourhood Hall which have a range of facilities used by a wide variety of community and corporate groups for meetings and leisure activities, as well as by individuals for private functions.

To create a more welcoming environment, the reception and foyer area of the TCFC was refreshed with a new reception desk, carpet and paint work.

Policies, procedures and fees for the hire of facilities were reviewed and implemented, with the objective of continuing to ensure quality services at competitive prices.

Users of the facilities are offered customised catering services from the Jetty Cafe, also managed by C@W and located within the TCFC.

In November, Minister Joy Burch launched the Jetty Cafe's alfresco dining by the lake. The cafe introduced live jazz music on Saturdays over the summer months and the menu was regularly reviewed to keep it fresh and inviting.

“ ....the cafe almost felt like a sun room with the sunshine wrapping itself around us as we ate meals from the exciting new winter Jetty cafe menu. Delicious, fast and great service! The pasta with chorizo, sun dried tomato and basil was perfect on the palate and to the new chef, congratulations. The new journey looks, feels and tastes sensational.”  
(Regular Jetty Cafe customer)



# Marketing & Fundraising



COMMUNITIES@WORK PROGRAMS WERE FEATURED IN THE MEDIA ON MORE THAN 1,500 OCCASIONS DURING THE YEAR.

As an important marketing tool we launched a new, user-friendly website with better access to information, improved navigation, enhanced functionality and a more contemporary look and feel. Visitation levels increased by 33 per cent in the month following the launch of the site.

We actively embraced social media as a marketing tool through the use of Facebook and Twitter.

We coordinated or participated in 47 major events to promote awareness of our programs and partnered with other organisations on 82 occasions to help develop and implement our programs.

The development of a Customer Relationship Management (CRM) system was commenced to improve stakeholder management and engagement.

Based on formal grant applications, we received 15 government or philanthropic grants to help ensure the ongoing viability of many of our programs. We are also grateful for many other unsolicited donations and grants from our many supporters.

Our fundraising capacity was enhanced through the introduction of online donations and targeted promotion of programs requiring financial support.



IN THE FOUR MONTHS FOLLOWING THE LAUNCH OF OUR FACEBOOK & TWITTER SITES, OUR NUMBER OF FACEBOOK FRIENDS INCREASED BY MORE THAN **500%** & OUR NUMBER OF FOLLOWERS ON TWITTER INCREASED BY NEARLY **700%**.

## Awareness Survey

**Our annual community awareness survey revealed that:**

73% of people in Tuggeranong and Weston Creek and 49% of people in the rest of Canberra were aware of C@W in 2011.

Females and young families are more aware of C@W than other socio-economic groups.

The most pressing social problems faced by Canberrans are perceived to be homelessness, the lack of affordable housing, alcohol and drug abuse.

## How We've Changed

In August 2001 the then Tuggeranong Community Service recruited a Marketing Director for the first time and established a marketing committee which took the leading role in organising the new Communities@Work logo, stationary designs, signage, website, advertising and functions in relation to the merger of Tuggeranong and Weston Creek Community Services.

Over the years, a marketing team has been developed to meet the needs of the organisation in areas such as providing information and increasing awareness of our services in the community, strategic marketing, events and external relations, fundraising and partnerships.

# Major Events in 2011-12



**25 July**

One millionth meal and third van launch for The Yellow Van

**3 August**

Governor General launches YouthCARECanberra

**10 August**

Launch of Koomarri Certificate 1 Workskills for Life delivered by NuSkills

**8 September**

Tempo Theatre "Mouse Trap" fundraiser for The Yellow Van

**10 September**

The Yellow Van Fundraising Dinner

**17 September - 16 October**

The Yellow Van chosen as the charity partner for Floriade

**19 September**

Galilee Foster Care fundraising launch at Tulip Top Gardens

**14 October**

YouthCARECanberra Race Day

**19 October**

Family Day Care Business Fundamentals workshop

**29 October**

PSC Growing Together Conference

**2 November**

Paint & Play launch at Weston by Minister Joy Burch MLA

**10 November**

Launch of the Galilee School sporting facility by Gai Brodtmann MP



### **18 November**

Launch Tuggeranong Seniors Club

### **2 December**

Celebrate Richardson

### **8 December**

Galilee School Graduation

### **15 December**

ActewAGL staff donated Christmas gifts to C@W for local families in need

### **3 February**

Prime Minister's XI Cricket Fundraiser for YouthCARECanberra

### **18 February**

Family Day Care Conference

### **13 March**

Launch of Buoyed Up youth program

### **21 March**

Seniors Art Show & Gardening Talk

### **28 March**

Galilee School Westpac donation function

### **30 March**

Dress as a Teenager Day a fundraiser for Galilee Foster Care.

### **17 May**

National Volunteer Week Event

### **18 May**

The Canberra Retirement & Lifestyle Expo

### **24 May**

Care&Share launch by Minister Joy Burch MLA

### **29 May**

Reconciliation Week forum to begin building meaningful relationships between C@W and the Aboriginal & Torres Strait Islander community

### **5 June**

Tuggeranong Men's Shed, Spanner in the Works event

### **7 June**

NuSkills Learning and Development Graduation

### **12 June**

Men's health week event at the Tuggeranong Men's Shed

### **19 June**

ACT Post School Options Expo

### **28 June**

Side by Side launch



# Finance Report

## Highlights

During the year, the financial administration of C@W expanded to include the six former Galilee Inc programs as well as eight new programs and the associated increases in payroll requirements. To accommodate this growth, we streamlined our processes with an aim of maximising efficiency where possible.

Communities@Work in partnership with Westpac established a financial management network for not-for-profits.

Work was undertaken during the year to improve the quality of the financial reporting to the Board, and Program Directors and Managers. We also undertook a more robust budget process to ensure that the program and organisation budgets aligned with organisation business plans.



Westpac Donation to the Galilee School. L-R Archie Tsirimokos C@W Chair, Rose Stellino, Transactional Relationship Manager, Westpac Commercial Banking, Lynne Harwood CEO C@W & Ian Gash Head of Commercial Banking ACT Westpac Group



Independent Property Group Foundation Donation to The Yellow Van (formerly OzHarvest Canberra) for Third Van. L-R David Burnet Director of The Yellow Van, Lynne Harwood CEO of C@W and John Runko CEO of Independent Property Group



**\$ Where the money goes...**

**70%**   
**Children's Services**  
 Child Care & Education Centres 52%  
 School Age Care 8%  
 Family Day Care/In-Home Care 4%  
 Inclusion & Professional Support 6%

**11%**   
**Family & Youth Services**

**9%**   
**Senior Services**

**2%**   
**NuSkills Learning & Development**

**2%**   
**Community Development**

**2%**   
**Disability & Outreach Services**

**2%**   
**Community Centre Management**

**2%**   
**The Yellow Van**

Fees for service are received from Child Care & Education Centres; School Age Care Programs; Family Day Care Levies; InTouch; and Community Care programs. Grant income includes funding from both the federal and ACT Governments for specific programs. Other income is derived from Community Centre hire; Café takings and training incentives.

## Communities@Work

ABN 19 125 799 859

### Directors' Report

#### For the Year ended 30 June 2012

Your directors present their report on the company for the financial year ended 30 June 2012.

#### Directors

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

Names	Position	Appointed/Resigned
Archie Tsirimokos	Director, Chairman	
John Nicholl	Director, Vice Chair	
Gail Kinsella	Director, Treasurer	
Michael Sullivan	Director	
Clinton White	Director	
Annette Ellis	Director	
Philip Basche	Director	Resigned 27/09/2011
John Runko	Director	
Caron Egle	Director	
Lynne Harwood	Director, Company Secretary	

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

#### Principal activities

The principal activities of Communities@Work during the financial year were:

- To provide community services to youth, aged persons, the disabled, volunteers and families.
- To provide children's service programs including early childhood services, family day care and school age care.
- To facilitate community development.
- To operate the Galilee School which offers an alternative education program for disadvantaged and at-risk young people.
- To operate an advisory program to the children's service industries in the ACT regarding the inclusion of children with disabilities or with diverse cultural or indigenous backgrounds into mainstream services.
- To provide professional development and training to children's services and community services.
- To operate a food rescue service and provide welfare services to the disadvantaged in our community.

There were no significant changes in the nature of these activities which occurred during the year. There were also no matters or circumstances that have arisen since the end of the financial year which significantly affected, or may significantly affect, the operations of the company in future financial years.



## **Communities@Work**

ABN 19 125 799 859

### **Directors' Report**

**For the Year ended 30 June 2012**

#### **Strategic themes**

The company's objectives, strategies and indicators of success are:

##### **Quality Improvement**

We will continually improve our practices, systems, processes and infrastructure to enable our people to deliver services of the highest calibre.

##### **Strategies:**

- Ensure that our vision, mission and values underpin everything we do.
- Develop a quality assurance framework to drive improvements in service delivery.
- Undertake benchmarking activities to identify best practice procedures.
- Utilise information and communications technology to maximise the efficiency and effectiveness of our services.

##### **Indicators of success:**

- All Communities@Work staff and volunteers align with and understand our vision, mission and values and they are ingrained within our culture.
- Implementation of a robust, accredited quality assurance framework, which documents lessons learned and defines how these will be adapted to improve outcomes.
- Benchmarking information is available for all our programs.
- Annual analysis of technologies and systems lead to implementation of agreed improvements.

##### **Relationships**

Our relationships with all clients and stakeholders will be respectful, proactive and mutually beneficial, characterised by effective and regular communication.

##### **Strategies:**

- Always deliver on commitments and undertakings, having the best interests of our clients and stakeholders in mind.
- Ensure that conditions of employment are conducive to attracting high quality staff – to be an "Employer of Choice".
- Actively seek collaborations and linkages with complementary community partners.
- Actively seek alliances with corporate partners who share our values and aspirations.

## **Communities@Work**

ABN 19 125 799 859

### **Directors' Report**

#### **For the Year ended 30 June 2012**

##### **Indicators of success:**

- Client satisfaction as measured by client satisfaction survey.
- Capacity to attract partners and achieve improved outcomes through constructive collaboration.
- Ability to attract and retain quality staff and volunteers, as measured by staff/volunteer turnover rates and satisfaction surveys as well as performance development outcomes.
- Growth in value of donations, in-kind support, sponsorships and number of volunteers.

##### **Growth and innovation**

We will embrace innovative practices to pursue new opportunities that complement and enhance all our services.

##### **Strategies:**

- Adopt innovative and best-practice approaches to growth and development that respond to unmet community needs.
- Employ a systematic approach to research and development, ensuring relevance and sustainability.
- Diversify service delivery models, including the application of social venture, partnership, sponsorship and fee-for-service models as appropriate.
- Explore and develop the potential of our geographic reach within the ACT, regional NSW and beyond.

##### **Indicators of success:**

- Objectives of new initiatives are realised.
- Growth in demand for existing services.
- Growth of programs using diversified service models.
- Growth in the geographic reach of our programs.

##### **Sustainability**

We will ensure that C@W places a strong emphasis on viability and sustainability

##### **Strategies:**

- Our viability and sustainability will be based on detailed planning, including business case assessments and project management disciplines.
- 'Triple bottom line' reporting will be adopted to ensure that the economic, environmental and social impacts of programs are assessed.
- Risk management concepts and practices will be used to aid decision making and address management challenges.

## Communities@Work

ABN 19 125 799 859

### Directors' Report

#### For the Year ended 30 June 2012

- We will develop and implement a comprehensive environmental enhancement program to optimise sustainability outcomes.

#### Indicators of success:

- New initiatives and projects are viable and sustainable.
- All projects and initiatives are based on a positive 'triple bottom line' outcome.
- All identified risks are mitigated to acceptable levels.
- A whole-of-organisation approach to environmental issues.

#### Members guarantee

The company is incorporated under the *Corporations Act 2001* and is a company limited by guarantee. If the company is wound up, the Constitution states that each member is required to contribute a maximum of \$20 each towards meeting any outstanding obligations of the company. At 30 June 2012, the total amount that members of the company are liable to contribute if the company is wound up is \$2,000 (2011: \$2,000).

#### Information on directors

##### Archie Tsirimokos

Archie Tsirimokos has been on the Board of Communities@Work since 2007 and was elected Chair of Communities@Work on 28 September 2010. He is the managing partner of Meyer Vandenberg Lawyers, which is the largest independent law firm in the Australian Capital Territory. Archie graduated from the Australian National University with Bachelors of Economics and Laws (with honours) and was admitted to legal practice in 1986. He is an experienced commercial lawyer and has wide experience in the negotiation and delivery of complex commercial projects, the negotiation of financing and security arrangements and in large property developments.

##### John Nicholl

John Nicholl joined the Communities@Work Board in 2010 as part of the amalgamation with Galilee. John trained initially as an accountant before switching to law in 1992. In 1997 he founded Nicholl & Co a general law practice in the city. He practices mainly in areas of commercial and negligence litigation and family law.

##### Gail Kinsella

Gail Kinsella joined the Communities@Work Board of Directors in 2010 as part of the amalgamation with Galilee, and in June 2011 was elected as Treasurer. Gail is a director of Kinsella Partners Chartered Accountants, a Fellow of the Institute of Chartered Accountants (ICAA), a Fellow of the Taxation Institute of Australia and a member of Financial Services Institute of Australia. Gail is a Commissioner on the Legal Aid ACT Board, a member of the ICAA's Public Practice Advisory Committee and a member of Rotary Club of Canberra City.

## Communities@Work

ABN 19 125 799 859

### Directors' Report

For the Year ended 30 June 2012

#### Information on directors continued

##### Lynne Harwood

Lynne Harwood is Chief Executive Officer of Communities@ Work. With extensive experience in the non-for-profit sector, Lynne was previously CEO of Galilee Inc, an organisation supporting disadvantaged children and youth and CEO of Homehelp Services ACT Inc, which provided in-home support to 3,500 elderly and disabled clients.

Lynne has a Bachelor of Commerce degree and is a Certified Practising Accountant. Lynne has strong skills in strategic leadership, organisational capability and business acumen. In particular, she understands the importance of striking a balance between business fundamentals and empathy in ensuring the success for non-for-profit endeavours.

##### Michael Sullivan

Mike Sullivan joined the Communities@Work Board in 2009. Mike has had a thirty year career in the Commonwealth, ACT Government, NSW Local Government and the private sector. Most positions have involved engineering and building construction and facilities management. Mike has a Bachelor of Civil Engineering from the University of Sydney.

##### Clinton White

Clinton White has served on the Communities@Work Board since 2007. Clinton has a background in business, accounting, administration and management in both the public and private sectors and has an active involvement in the arts and community sectors. Clinton has a Bachelor of Arts (Accounting) and is a Certified Practising Accountant. In 2003, Clinton was awarded the Centenary Medal for his work with Australian Business Limited and his volunteer work with ArtSound FM community radio.

##### Annette Ellis

Annette Ellis was elected to the Communities@Work Board of Directors on 28 September 2010. She was born and educated in Melbourne and was a public servant, electorate and ministerial adviser before entering politics. Annette was elected to the Federal Parliament in the seat of Namadgi in 1996, and the seat of Canberra in 1998 to 2007. In Federal Parliament, Annette was a member of the Opposition Shadow Ministry between 2001 and 2004. She served as Shadow Minister for Ageing and Seniors and Disabilities until 2004. Annette was re-elected in November 2007 and was Chair of the House of Representatives Standing Committee on Family, Community Housing and Youth. She retired from politics in August 2010. Annette remains involved in a number of community organisations in her post-parliamentary life.

##### John Runko

John Runko joined the Communities@Work Board in 2010 as part of the amalgamation with Galilee. John is CEO of Independent Property Group and has been involved in most facets of the property industry in Canberra over the last 25 years. John brings a wealth of business experience to the Board, he is a strong advocate for the community sector and is keen to contribute back to the Canberra community that he is so proud to be a part of.

##### Caron Egle

Caron Egle brings to her role 25 years' experience in the education sector as an educator, author and consultant. Caron is the Managing Director of IMPACT Learning and Development which specialises in building an understanding of the workings of the brain – how people think and learn, and the uses of Nero Linguistic Programming and accelerated learning. Caron is the author of a number of books including A Guide to Working with Children (2004).

## Communities@Work

ABN 19 125 799 859

### Directors' Report

For the Year ended 30 June 2012

#### Meetings of directors

During the financial year, 11 meetings of directors were held. Attendances by each director during the year were as follows:

	Directors' Meetings	
	Number eligible to attend	Number attended
Archie Tsirimokos	11	11
John Nicholl	11	9
Gail Kinsella	11	9
Michael Sullivan	11	9
Clinton White	11	10
Annette Ellis	11	10
Philip Basche	2	2
John Runko	11	10
Caron Egle	11	10
Lynne Harwood	11	11

#### Auditor's independence declaration

The auditor's independence declaration in accordance with section 307C of the *Corporations Act 2001*, for the year ended 30 June 2012 has been received and can be found on the following page of this financial report.

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



**Gail Kinsella**  
Director

Dated 27 September 2012

**RSM Bird Cameron Partners**  
Level 1, 103-105 Northbourne Avenue Canberra ACT 2601  
GPO Box 200 Canberra ACT 2601  
T +61 2 6247 5988 F +61 2 6247 3703  
www.rsmi.com.au

### AUDITOR'S INDEPENDENCE DECLARATION

As lead auditor for the audit of the financial report of Communities@Work, for the year ended 30 June 2012, I declare that, to the best of my knowledge and belief, there have been no contraventions of:

- (i) the auditor independence requirements of the *Corporations Act 2001* in relation to the audit; and
- (ii) any applicable code of professional conduct in relation to the audit.



**RSM Bird Cameron Partners**



**GED STENHOUSE**  
Partner

Canberra, Australian Capital Territory  
Dated: 27 September 2012

## Communities@Work

ABN 19 125 799 859

### Statement Of Comprehensive Income

For The Year Ended 30 June 2012

	NOTE	2012 \$	2011 \$
Revenue	11	26,929,852	24,167,454
Depreciation, amortisation and impairments		(305,840)	(145,544)
Employee benefits expense		(19,892,055)	(14,924,593)
Administrative and other expenses		(6,239,126)	(7,789,367)
<b>Surplus before income tax</b>		<u>492,831</u>	<u>1,307,950</u>
Income tax expense		<u>-</u>	<u>-</u>
<b>Surplus for the year</b>		<u>492,831</u>	<u>1,307,950</u>
<b>Total comprehensive income for the year</b>		<u>492,831</u>	<u>1,307,950</u>

The accompanying notes form part of these financial statements.

## Communities@Work

ABN 19 125 799 859

### Statement Of Financial Position

For The Year Ended 30 June 2012

	NOTE	2012 \$	2011 \$
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	2	2,170,965	1,393,508
Trade and other receivables	3	1,116,710	918,226
Other financial assets	4	3,000,000	3,085,872
Other assets	5	8,255	12,798
<b>TOTAL CURRENT ASSETS</b>		<u>6,295,930</u>	<u>5,410,404</u>
<b>NON-CURRENT ASSETS</b>			
Other financial assets	4	1,000	1,000
Property, plant and equipment	6	1,835,906	1,495,942
Intangible assets	7	53,158	57,013
<b>TOTAL NON-CURRENT ASSETS</b>		<u>1,890,064</u>	<u>1,553,955</u>
<b>TOTAL ASSETS</b>		<u>8,185,994</u>	<u>6,964,359</u>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables	8	3,934,761	3,160,957
<b>TOTAL CURRENT LIABILITIES</b>		<u>3,934,761</u>	<u>3,160,957</u>
<b>NON-CURRENT LIABILITIES</b>			
Provisions	9	106,012	151,012
<b>TOTAL NON-CURRENT LIABILITIES</b>		<u>106,012</u>	<u>151,012</u>
<b>TOTAL LIABILITIES</b>		<u>4,040,773</u>	<u>3,311,969</u>
<b>NET ASSETS</b>		<u>4,145,221</u>	<u>3,652,390</u>
<b>EQUITY</b>			
Retained surpluses		4,145,221	3,652,390
<b>TOTAL EQUITY</b>		<u>4,145,221</u>	<u>3,652,390</u>

The accompanying notes form part of these financial statements.



## Communities@Work

ABN 19 125 799 859

### Statement Of Changes in Equity

For The Year Ended 30 June 2012

	Retained surpluses \$	Total \$
<b>2012</b>		
<b>Balance at 1 July 2011</b>	3,652,390	3,652,390
Surplus attributable to members	492,831	492,831
<b>Sub-total</b>	492,831	492,831
<b>Balance at 30 June 2012</b>	4,145,221	4,145,221
<b>2011</b>		
<b>Balance at 1 July 2010</b>	2,344,440	2,344,440
Surplus attributable to members	1,307,950	1,307,950
<b>Sub-total</b>	1,307,950	1,307,950
<b>Balance at 30 June 2011</b>	3,652,390	3,652,390

The accompanying notes form part of these financial statements.

## Communities@Work

ABN 19 125 799 859

### Statement Of Cash Flows

For The Year Ended 30 June 2012

	NOTE	2012 \$	2011 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Fees for services rendered		18,143,774	12,650,294
Operating grants receipts		8,008,781	6,192,467
Other receipts		3,114,606	4,521,883
Payments to suppliers and employees		(28,096,785)	(23,179,574)
Interest received		249,030	267,796
Net cash provided by (used in) operating activities	13(b)	<u>1,419,406</u>	<u>452,866</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Purchase of property, plant and equipment		(624,794)	(172,705)
Purchase of intangibles		(17,155)	-
Proceeds from the acquisition of Galilee Incorporated		-	114,769
Payment for held-to-maturity investments		-	(5,154)
Net cash provided by (used in) investing activities		<u>(641,949)</u>	<u>(63,090)</u>
Net increase (decrease) in cash held		777,457	389,776
Cash and cash equivalents at beginning of financial year		<u>1,393,508</u>	<u>1,003,732</u>
Cash and cash equivalents at end of financial year	13(a)	<u><u>2,170,965</u></u>	<u><u>1,393,508</u></u>

The accompanying notes form part of these financial statements.

# Communities@Work

ABN 19 125 799 859

## Notes to the Financial Statements

For The Year Ended 30 June 2012

### 1 Summary of Significant Accounting Policies

#### (a) General information

The financial statements are for Communities@Work as an individual entity, incorporated and domiciled in Australia. Communities@Work is a company limited by guarantee. It is a company that has otherwise been authorised by ASIC to omit the word 'Limited' from its name under Section 150 of the *Corporations Act 2001*.

On 7 October 2010 it was announced that Galilee Incorporated would be amalgamating its operations and net assets into Communities@Work effective as at 30 June 2012. Details of the acquisition are disclosed in Note 13(e).

#### (b) Basis of preparation

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards, Australian Accounting Interpretations, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and the *Corporations Act 2001*.

Australian Accounting Standards set out accounting policies that the AASB has concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions. Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless otherwise stated.

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

The financial statements were authorised for issue on 27 September 2012 by the directors of the company.

#### (c) Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within short-term borrowings in current liabilities on the statement of financial position.

#### (d) Revenue and other income

Revenue from the rendering of a service is recognised upon the delivery of the service. Revenue from the sale of goods is recognised upon the delivery of goods.

Grant revenue is recognised in the statement of comprehensive income when the company obtains control of the grant and it is probable that the economic benefits gained from the grant will flow to the company and the amount of the grant can be measured reliably. If conditions are attached to the grant which must be satisfied before it is eligible to receive the contribution, the recognition of the grant as revenue will be deferred until those conditions are satisfied.

Donations and bequests are recognised as revenue when received. Interest revenue is recognised using the effective interest rate method, which, for floating rate financial assets, is the rate inherent in the instrument. Dividend revenue is recognised when the right to receive a dividend has been established. All revenue is stated net of the amount of goods and services tax (GST).

#### (e) Unexpended grants

The company receives grant monies to fund projects either for contracted periods of time or for specific projects irrespective of the period of time required to complete those projects. It is the policy of the company to treat grant monies as unexpended grants in the statement of financial position where the company is contractually obliged to provide the services in a subsequent financial period to when the grant is received or in the case of specific project grants where the project has not been completed.

**Notes to the Financial Statements**

**For The Year Ended 30 June 2012**

**1 Summary of Significant Accounting Policies**

**(f) Property, plant and equipment**

Each class of property, plant and equipment is carried at cost or fair value as indicated less, where applicable, any accumulated depreciation and impairment losses.

**Property**

In the periods when the buildings are not subject to an independent valuation, the directors conduct directors valuations to ensure the buildings carrying amount is not materially different to the fair value. Increases in the carrying amount arising on revaluation of buildings are recognised in other comprehensive income and accumulated in the asset revaluation reserve in equity. Revaluation decreases are charged to the other comprehensive income to the extent that they offset previous increases. All other decreases are charged to the statement of comprehensive income.

Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset.

Buildings that have been contributed at no cost, or for nominal cost are valued and recognised at the fair value of the asset at the date it is acquired.

**Plant and equipment**

Plant and equipment are measured on the cost basis less depreciation and impairment losses.

The carrying amount of plant and equipment is reviewed annually by directors to ensure it is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of the expected net cash flows that will be received from the assets employment and subsequent disposal. The expected net cash flows have been discounted to their present values in determining recoverable amounts.

Plant and equipment that have been contributed at no cost, or for nominal cost are valued and recognised at the fair value of the asset at the date it is acquired.

**Depreciation**

The depreciable amount of all fixed assets are depreciated on a straight-line basis over the asset's useful life to the company commencing from the time the asset is held ready for use.

The depreciation rates used for each class of depreciable assets are:

<b>Class of fixed assets</b>	<b>Depreciation rate</b>
Furniture and equipment	20 - 33%
Motor vehicles	13 - 15%
Buildings	40%

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are included in the statement of comprehensive income.

**(g) Impairment of assets**

At the end of each reporting period, the company reviews the carrying values of its tangible and intangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the statement of comprehensive income.

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## Notes to the Financial Statements

For The Year Ended 30 June 2012

### 1 Summary of Significant Accounting Policies

**(g) Impairment of assets continued**

Where the future economic benefits of the asset are not primarily dependent upon the asset's ability to generate net cash inflows and when the company would, if deprived of the asset, replace its remaining future economic benefits, value in use is determined as the depreciated replacement cost of an asset. Where it is not possible to estimate the recoverable amount of an individual asset, the company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Where an impairment loss on a revalued asset is identified, this is debited against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

**(h) Intangibles**

**Software**

Software is recorded at cost. Software has a finite life and is carried at cost less any accumulated amortisation and any impairment losses. It has an estimated useful life of five years. It is assessed annually for impairment.

**(i) Employee benefits**

Provision is made for the company's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits expected to be settled within one year together with benefits arising from wages, salaries and leave entitlements which may be settled after one year, have been measured at the amounts expected to be paid when the liability is settled. Contributions are made by the company to employee superannuation funds and are charged as expenses when incurred.

**(j) Provisions**

Provisions are recognised when the company has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured. Provisions recognised represent the best estimate of the amounts required to settle the obligation at the end of the reporting period.

**(k) Trade and other payables**

Trade and other payables represent the liability outstanding at the end of the reporting period for goods and services received by the company during the reporting period which remain unpaid. The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability.

**(l) Leases**

Leases of fixed assets, where substantially all the risks and benefits incidental to the ownership of the asset, but not the legal ownership that are transferred to the company, are classified as finance leases. Finance leases are capitalised by recording an asset and a liability at the lower of the amounts equal to the fair value of the leased property or the present value of the minimum lease payments, including any guaranteed residual values. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period. Leased assets are depreciated on a straight-line basis over their estimated useful lives where it is likely that the company will obtain ownership of the asset or over the term of the lease.

Lease payments for operating leases, where substantially all of the risks and benefits remain with the lessor, are charged as expenses on a straight-line basis over the life of the lease term. Lease incentives under operating leases are recognised as a liability and amortised on a straight-line basis over the life of the lease term.

**(m) Income tax**

No provision for income tax has been raised as the company is exempt from income tax under Division 50 of the *Income Tax Assessment Act 1997*.

**Notes to the Financial Statements**

**For The Year Ended 30 June 2012**

**1 Summary of Significant Accounting Policies**

**(n) Goods and services tax (GST)**

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the statement of financial position are shown inclusive of GST.

Cash flows are presented in the statement of cash flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

**(o) Financial instruments**

**Initial recognition and measurement**

Financial assets and financial liabilities are recognised when the company becomes a party to the contractual provisions to the instrument. For financial assets, this is equivalent to the date that the company commits itself to either the purchase or sale of the asset (ie trade date accounting is adopted).

Financial instruments are initially measured at fair value plus transactions costs, except where the instrument is classified 'at fair value through profit or loss', in which case transaction costs are expensed to profit or loss immediately.

**Classification and subsequent measurement**

Finance instruments are subsequently measured at fair value, amortised cost using the effective interest rate method, or cost.

*Fair value* represents the amount for which an asset could be exchanged or a liability settled, between knowledgeable, willing parties. Where available, quoted prices in an active market are used to determine fair value. In other circumstances, valuation techniques are adopted.

*Amortised cost* is the amount at which the financial asset or financial liability is measured at initial recognition less principal repayments and any reduction for impairment, and adjusted for any cumulative amortisation of the difference between that initial amount and the maturity amount calculated using the *effective interest method*.

The *effective interest method* is used to allocate interest income or interest expense over the relevant period and is equivalent to the rate that discounts estimated future cash payments or receipts (including fees, transaction costs and other premiums or discounts) through the expected life (or when this cannot be reliably predicted, the contractual term) of the financial instrument to the net carrying amount of the financial asset or financial liability. Revisions to expected future net cash flows will necessitate an adjustment to the carrying value with a consequential recognition of an income or expense item in profit or loss.

**(i) Financial assets at fair value through profit or loss**

Financial assets are classified at 'fair value through profit or loss' when they are held for trading for the purpose of short-term profit taking, derivatives not held for hedging purposes, or when they are designated as such to avoid an accounting mismatch or to enable performance evaluation where a group of financial assets is managed by key management personnel on a fair value basis in accordance with a documented risk management or investment strategy. Such assets are subsequently measured at fair value with changes in carrying value being included in profit or loss.

**(ii) Loans and receivables**

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost.

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### Notes to the Financial Statements

For The Year Ended 30 June 2012

#### 1 Summary of Significant Accounting Policies

##### (o) Financial instruments continued

###### *(iii) Held-to-maturity investments*

Held-to-maturity investments are non-derivative financial assets that have fixed maturities and fixed or determinable payments, and it is the company's intention to hold these investments to maturity. They are subsequently measured at amortised cost.

###### *(iv) Available-for-sale financial assets*

Available-for-sale financial assets are non-derivative financial assets that are either not suitable to be classified into other categories of financial assets due to their nature, or they are designated as such by management. They comprise investments in the equity of other entities where there is neither a fixed maturity nor fixed or determinable payments.

They are subsequently measured at fair value with changes in such fair value (ie gains or losses) recognised in other comprehensive income (except for impairment losses and foreign exchange gains and losses). When the financial asset is derecognised, the cumulative gain or loss pertaining to that asset previously recognised in other comprehensive income is reclassified into profit or loss.

###### *(v) Financial liabilities*

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost.

##### **Impairment**

At the end of each reporting period, the company assesses whether there is objective evidence that a financial instrument has been impaired. In the case of available-for-sale financial instruments, a prolonged decline in the value of the instrument is considered to determine whether an impairment has arisen. Impairment losses are recognised in profit or loss. Also, any cumulative decline in fair value previously recognised in other comprehensive income is reclassified to profit or loss at this point.

##### **Derecognition**

Financial assets are derecognised where the contractual rights to receipt of cash flows expires or the asset is transferred to another party whereby the company no longer has any significant continuing involvement in the risks and benefits associated with the asset. Financial liabilities are derecognised where the related obligations are either discharged, cancelled or expired. The difference between the carrying value of the financial liability extinguished or transferred to another party and the fair value of consideration paid, including the transfer of non-cash assets or liabilities assumed is recognised in profit or loss.

##### (p) Comparative figures

When required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year. Where the company has retrospectively applied an accounting policy, made a retrospective restatement or reclassifies items in its financial statements, an additional statement of financial position as at the beginning of the earliest comparative period will be disclosed.

##### (q) Critical accounting estimates and judgments

The directors evaluate estimates and judgments incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the company.

###### *Key estimates – impairment*

The company assesses impairment at the end of each reporting period by evaluating conditions specific to the company that may be indicative of impairment triggers. Recoverable amounts of relevant assets are reassessed using value-in-use calculations which incorporate various key assumptions.

**Notes to the Financial Statements**

**For The Year Ended 30 June 2012**

**1 Summary of Significant Accounting Policies**

**(q) Critical accounting estimates and judgments continued**

*Key judgments - provision for impairment of receivables*

The value of the provision for impairment of receivables is estimated by considering the ageing of receivables, communication with the debtors and prior history.

**(r) New accounting standards for application in future periods**

The AASB has issued new and amended Accounting Standards and Interpretations that have mandatory application dates for future reporting periods. The company has decided against early adoption of these Standards. The following table summarises those future requirements, and their impact on the company:

Reference	Title	Summary	Application date	Expected Impact
AASB 9	<i>Financial Instruments</i>	Replaces the requirements of AASB 139 for the classification and measurement of financial assets. This is the result of the first part of Phase 1 of the IASB's project to replace IAS 39.	1 January 2013	Minimal Impact
2009-11	<i>Amendments to Australian Accounting Standards arising from AASB 9</i>	Amends AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 121, 127, 128, 131, 132, 136, 139, 1023 and 1038 and Interpretations 10 and 12 as a result of the issuance of AASB 9.	1 January 2013	Minimal Impact
2011-7	<i>Amendments to Australian Accounting Standards arising from AASB 10, 11, 12, 127, 128</i>	Amends AASB 1, 2, 3, 5, 7, 9, 2009-11, 101, 107, 112, 118, 121, 124, 132, 133, 136, 138, 139, 1023 & 1038 and Interpretations 5, 9, 16 & 17 as a result of the issuance of AASB 10, 11, 12, 127 and 128	1 January 2013	Minimal Impact
AASB 13	<i>Fair Value Measurement</i>	Provides a clear definition of fair value, a framework for measuring fair value and requires enhanced disclosures about fair value measurement.	1 January 2013	Minimal Impact
2011-8	<i>Amendments to Australian Accounting Standards arising from AASB 13</i>	Amends AASB 1, 2, 3, 4, 5, 7, 9, 101, 102, 108, 110, 116, 117, 118, 119, 120, 121, 132, 133, 134, 136, 138, 139, 140, 141, 1004, 1023 & 1038 and Interpretations 2, 4, 12, 13, 14, 17, 19, 131 & 132 as a result of issuance of AASB 13 Fair Value Measurement.	1 January 2013	Minimal Impact
2012-1	<i>Amendments to Australian Accounting Standards – Fair Value Measurement – Reduced Disclosure Requirements</i>	This Standard makes amendments to AASB 3, 7, 13, 140 and 141 to establish reduced disclosure requirements for entities preparing general purpose financial statements under Australian Accounting Standards – Reduced Disclosure Requirements for additional and amended disclosures arising from AASB 13 and the consequential amendments implemented through AASB 2011-8 Amendments to Australian Accounting Standards arising from AASB 13	1 January 2013	Minimal Impact
AASB 119	<i>Employee Benefits</i>	Prescribes the accounting and disclosure for employee benefits. This Standard prescribes the recognition criteria when in exchange for employee benefits.	1 January 2013	Minimal Impact



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### Notes to the Financial Statements

For The Year Ended 30 June 2012

Reference	Title	Summary	Application date	Expected Impact
2011-10	<i>Amendments to Australian Accounting Standards arising from AASB 119</i>	Amends AASB 1, 8, 101, 124, 134, 1049, 2011-8 & Interpretation 14 as a result of the issuance of AASB 119 Employee Benefits.	1 January 2013	Minimal Impact
2011-11	<i>Amendments to AASB 119 arising from Reduced Disclosure Requirements</i>	This Standard makes amendments to AASB 119 Employee Benefits, to incorporate reduced disclosure requirements into the Standard for entities applying Tier 2 requirements in preparing general purpose financial statements.	1 January 2013	Minimal Impact

#### 2. CASH AND CASH EQUIVALENTS

	NOTE	2012 \$	2011 \$
CURRENT			
Cash on hand		7,895	7,292
Cash at bank		2,163,070	1,386,216
	13, 15	<u>2,170,965</u>	<u>1,393,508</u>

#### 3. TRADE AND OTHER RECEIVABLES

		2012 \$	2011 \$
CURRENT			
Trade receivables		1,221,710	1,023,226
Provision for impairment		(105,000)	(105,000)
Total current trade and other receivables	15	<u>1,116,710</u>	<u>918,226</u>

##### a) Provision for impairment of receivables

Current trade receivables are generally on 30-day terms. These receivables are assessed for recoverability and a provision for impairment is recognised when there is objective evidence that an individual trade receivable is impaired. These amounts have been included in other expense items. Movement in the provision for impairment of receivables is as follows:

	\$
Provision for impairment as at 30 June 2010	90,000
Charge for year	15,000
Provision for impairment as at 30 June 2011	<u>105,000</u>
Charge for year	-
Provision for impairment as at 30 June 2012	<u>105,000</u>

#### 4. OTHER FINANCIAL ASSETS

	NOTE	2012 \$	2011 \$
CURRENT			
Held-to-maturity financial assets	4(a)	<u>3,000,000</u>	<u>3,085,872</u>
Total current assets		<u>3,000,000</u>	<u>3,085,872</u>
NON-CURRENT			
Available-for-sale financial assets	4(b)	<u>1,000</u>	<u>1,000</u>
Total non-current assets		<u>1,000</u>	<u>1,000</u>

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### Notes to the Financial Statements

For The Year Ended 30 June 2012

4. OTHER FINANCIAL ASSETS (CONT)	NOTE	2012 \$	2011 \$
<b>(a) Held-to-maturity investments comprise:</b>			
Fixed interest securities - current	15	<u>3,000,000</u>	<u>3,085,872</u>
		<u>3,000,000</u>	<u>3,085,872</u>
<b>(b) Non-current available-for-sale financial assets comprise:</b>			
Unlisted investments, at cost			
shares in other corporations	15	<u>1,000</u>	<u>1,000</u>
Total available-for-sale financial assets		<u>1,000</u>	<u>1,000</u>
<p>Available-for-sale financial assets comprise investments in the ordinary issued capital of a company. There are no fixed returns or fixed maturity date attached to these investments.</p>			
5. OTHER ASSETS	NOTE	2012 \$	2011 \$
<b>CURRENT</b>			
Prepayments		<u>8,255</u>	<u>12,798</u>
		<u>8,255</u>	<u>12,798</u>
6. PROPERTY, PLANT AND EQUIPMENT			
<b>LAND AND BUILDINGS</b>			
Buildings			
At cost		1,005,080	715,080
Accumulated depreciation		<u>(23,679)</u>	<u>-</u>
Total land and buildings		<u>981,401</u>	<u>715,080</u>
<b>PLANT AND EQUIPMENT</b>			
Furniture and equipment			
At cost		703,894	571,097
Accumulated depreciation		<u>(469,734)</u>	<u>(344,268)</u>
Total furniture and equipment		<u>234,160</u>	<u>227,639</u>
Motor vehicles			
At cost		930,147	727,341
Accumulated depreciation		<u>(309,802)</u>	<u>(174,118)</u>
Total motor vehicles		<u>620,345</u>	<u>553,223</u>
Total plant and equipment		<u>854,505</u>	<u>780,862</u>
Total property, plant and equipment		<u>1,835,906</u>	<u>1,495,942</u>

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### Notes to the Financial Statements

#### For The Year Ended 30 June 2012

(a) **Movements in carrying amounts**

Movement in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the current financial year:

	Buildings \$	Furniture and equipment \$	Motor vehicles \$	Total \$
Balance at the beginning of year	715,080	227,639	553,223	1,495,942
Additions	290,000	131,988	202,806	624,794
Additions at fair value	-	-	-	-
Depreciation expense	(23,679)	(125,467)	(135,684)	(284,830)
Carrying amount at the end of 30 June 2012	981,401	234,160	620,345	1,835,906
Balance at the beginning of year	-	133,890	438,229	572,119
Additions	715,080	109,059	63,646	172,705
Disposals - written down value	-	31,074	131,786	877,940
Depreciation expense	-	(46,384)	(80,438)	(126,822)
Carrying amount at the end of 30 June 2011	715,080	227,639	553,223	1,495,942

**7. INTANGIBLE ASSETS**

	2012 \$	2011 \$
Computer software at cost	110,760	93,605
Accumulated amortisation and impairment	(57,602)	(36,592)
Net carrying value	53,158	57,013
	Computer software \$	Total \$
<b>Year ended 30 June 2011</b>		
Balance at the beginning of the year	75,735	75,735
Additions	-	-
Amortisation expense	(18,722)	(18,722)
<b>Balance at 30 June 2011</b>	57,013	57,013
<b>Year ended 30 June 2012</b>		
Balance at the beginning of the year	57,013	57,013
Additions	17,155	17,155
Amortisation expense	(21,010)	(21,010)
<b>Balance at 30 June 2012</b>	53,158	53,158

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### Notes to the Financial Statements

For The Year Ended 30 June 2012

8. TRADE AND OTHER PAYABLES	NOTE	2012 \$	2011 \$
CURRENT			
Unsecured liabilities			
Trade payables and accrued expenses		1,477,297	845,189
Amounts received in advance		735,341	796,515
Short-term employee benefits		1,722,123	1,519,253
		<u>3,934,761</u>	<u>3,160,957</u>
 (a) Financial liabilities at amortised cost classified as trade and other payables			
Trade and other payables			
- Total current		3,934,761	3,160,957
Less:			
Leave entitlements		(1,722,123)	(1,519,253)
Amounts received in advance		<u>(735,341)</u>	<u>(796,515)</u>
Financial liabilities as trade and other payables	15	1,477,297	845,189
 9. PROVISIONS			
NON-CURRENT			
Long-term employee benefits		<u>106,012</u>	<u>151,012</u>
		<u>106,012</u>	<u>151,012</u>

#### Provision for long term employee benefits

A provision has been recognised for employee entitlements relating to long service leave. The measurement and recognition criteria relating to employee benefits have been included in Note 1 to these financial statements.

#### 10. CAPITAL AND LEASING COMMITMENTS

##### Operating lease commitments

Non-cancellable operating leases contracted for but not recognised in the financial statements:

	NOTE	2012 \$	2011 \$
Payable - minimum lease payments:			
- not later than 12 months		164,781	159,665
- between 12 months and 5 years		321,232	231,016
- greater than 5 years		124,806	141,078
		<u>610,819</u>	<u>531,759</u>

Operating leases comprise of non-cancellable leases over the bus; franking machine and properties.

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### Notes to the Financial Statements

For The Year Ended 30 June 2012

11. REVENUE AND OTHER INCOME	NOTE	2012 \$	2011 \$
Revenue			
- provision of services		16,494,340	12,961,279
- operating grants		6,990,711	5,898,114
- capital grants		290,000	-
- other sources		2,898,390	4,521,883
Total revenue		<u>26,673,441</u>	<u>23,381,276</u>
Other revenue			
- interest received		256,411	267,796
Total other revenue		<u>256,411</u>	<u>267,796</u>
Other income			
- contributed assets from Galilee Incorporated	13(e)	-	518,382
Total other income		<u>-</u>	<u>518,382</u>
Total revenue and other income		<u>26,929,852</u>	<u>24,167,454</u>
<b>12. SURPLUS FOR THE YEAR</b>			
<b>Expenses</b>			
Depreciation and amortisation			
Depreciation and amortisation expense		305,840	145,544
Bad and doubtful debts		48,755	59,198
Rental expense on operating leases			
minimum lease payments		164,781	33,300
Audit remuneration			
auditing or reviewing the financial report		55,129	35,304
<b>13. CASH FLOW INFORMATION</b>			
<b>(a) Reconciliation of cash</b>			
Cash at the end of the financial year as shown in the statement of cash flows is reconciled to items in the statement of financial position as follows:			
Cash and cash equivalents	2	<u>2,170,965</u>	<u>1,393,508</u>
		<u>2,170,965</u>	<u>1,393,508</u>
<b>(b) Reconciliation of Cash flow from operations with surplus after income tax</b>			
Surplus for the year		492,831	1,307,950
Non-cash flows in Surplus			
- Depreciation and amortisation		305,840	145,544
- Impairment of receivables		48,755	15,000
- Net gain on disposal of property, plant and equipment		-	-
- Gain on assets contributed		-	(518,382)
Changes in assets and liabilities, net of the effects of the acquisition of entities			
- (Increase)/decrease in receivables		(93,030)	(430,894)
- (Increase)/decrease in prepayments		(31,117)	122,585
- Increase/(decrease) in payables		534,915	(94,732)
- Increase/(decrease) in provisions		161,212	(94,205)
Cash flow from operations		<u>1,419,406</u>	<u>452,866</u>

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### Notes to the Financial Statements

#### For The Year Ended 30 June 2012

(c) **Credit standby arrangements with banks**

The company has no credit stand-by or financing facilities in place.

(d) **Non-cash financing and investing activities**

There were no non-cash financing or investing activities during the year.

(e) **Acquisition of an entity**

As at 30 June 2011 the company acquired the net assets of Galilee Incorporated as part of the amalgamation process previously announced on 7 October 2010.

Details of this transaction are:

	NOTE	2012 \$	2011 \$
Cash acquired		-	114,769
Assets and liabilities held at acquisition date:			
Receivables		-	136,962
Prepayments		-	6,348
Property, plant and equipment		-	877,940
Payables		-	(160,592)
Other payables		-	(457,045)
		<u>-</u>	<u>403,613</u>
Contributed net assets	11	<u>-</u>	<u>518,382</u>

The assets and liabilities arising from the acquisition are recognised at fair value which is equal to its carrying value.

#### 14. KEY MANAGEMENT PERSONNEL COMPENSATION

	Short-term benefits \$	Post- employment benefits \$	Other long-term benefits \$	Total \$
<b>2012</b>				
Total compensation	1,312,699	148,075	-	1,460,774
<b>2011</b>				
Total compensation	665,748	49,759	-	715,507

The increase in key management compensation is due to a change in the organisation structure which increased the number of key management positions within the organisation.

**Notes to the Financial Statements**

**For The Year Ended 30 June 2012**

**15. FINANCIAL RISK MANAGEMENT**

The company's financial instruments consist mainly of deposits with banks, local money market instruments, short-term and long-term investments, accounts receivable and payable and leases.

The carrying amounts for each category of financial instruments, measured in accordance with AASB 139 as detailed in the accounting policies to these financial statements, are as follows:

	Note	2012 \$	2011 \$
<b>Financial assets</b>			
Cash and cash equivalents	2	2,170,965	1,393,508
Held-to-maturity investments			
- fixed interest securities	4	3,000,000	3,085,872
Loans and receivables	3	1,116,710	918,226
Available-for-sale financial assets			
- shares in other corporations	4	1,000	1,000
<b>Total financial assets</b>		<u>6,288,675</u>	<u>5,398,606</u>
<b>Financial liabilities</b>			
Financial liabilities at amortised cost			
Trade and other payables	8	1,477,297	845,189
<b>Total financial liabilities</b>		<u>4,811,378</u>	<u>845,189</u>

**Financial risk management policies**

The directors' risk management strategy seeks to assist the company in meeting its financial targets whilst minimising potential adverse effects on financial performance. Risk management is approved and reviewed by the finance committee. These include credit risk and future cash flow requirements.

**Specific financial risk exposures and management**

The main risks the company is exposed to through its financial instruments are credit risk, liquidity risk and market risk relating to interest rate risk.

**(a) Credit risk**

Exposure to credit risk relating to financial assets arises from the potential non-performance by counter parties of contract obligations that could lead to a financial loss to the company.

Credit risk is managed through the maintenance of procedures ensuring to the extent possible, that customers and counter parties to transactions are of sound credit worthiness. Such monitoring is used in assessing receivables for impairment. Credit terms are generally 30 days from the invoice date.

Risk is also minimised through investing surplus funds in financial institutions that maintain a high credit rating.

*Credit Risk Exposures*

The maximum exposure to credit risk by class of recognised financial assets at the end of the reporting period, excluding the value of any collateral or other security held, is equivalent to the carrying value and classification of those financial assets (net of any provisions) as presented in the statement of financial position. The company has no significant concentration of credit risk with any single counter party or group of counter parties. Details with respect to credit risk of Trade and other receivables are provided in Note 3.

Trade and other receivables that are neither past due nor impaired are considered to be of high credit quality. Aggregates of such amounts are as detailed at Note 3.

Credit risk related to balances with banks and other financial institutions is managed by the finance committee in accordance with approved Board policy. The following table provides information regarding credit risk relating to cash and money market securities based on Standard & Poor's counter party credit ratings.

## Communities@Work

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### Notes to the Financial Statements

For The Year Ended 30 June 2012

#### 15. FINANCIAL RISK MANAGEMENT (continued)

	NOTE	2012 \$	2011 \$
Cash and cash equivalents			
- AA Rated	2	1,501,436	511,597
- BBB Rated	2	669,529	874,619
		<u>2,170,965</u>	<u>1,386,216</u>
Held-to-maturity securities			
- AA Rated	4	1,000,000	1,000,000
- BBB Rated	4	2,000,000	2,085,872
		<u>3,000,000</u>	<u>3,085,872</u>

#### (b) Liquidity risk

Liquidity risk arises from the possibility that the company might encounter difficulty in settling its debts or otherwise meeting its obligations related to financial liabilities. The company manages this risk through the following mechanisms:

- preparing forward looking cash flow analysis in relation to its operational, investing and financial activities;
- maintaining a reputable credit risk profile;
- managing credit risk related to financial assets;
- only investing surplus cash with major financial institutions; and
- comparing the maturity profile of financial liabilities with the realisation profile of financial assets.

The tables below reflect an undiscounted contractual maturity analysis for financial liabilities. Cash flows realised from financial assets reflect management's expectation as to the timing of realisation. Actual timing may therefore differ from that disclosed. The timing of cash flows presented in the table to settle financial liabilities reflects the earliest contractual settlement dates.

#### Financial liability and financial asset maturity analysis

	Within 1 year		1 to 5 years		Total contractual cash flow	
	2012 \$	2011 \$	2012 \$	2011 \$	2012 \$	2011 \$
<b>Financial liabilities due for payment</b>						
Trade and other payables (excluding estimated leave and amounts received in advance)	1,477,297	845,189	-	-	1,477,297	845,189
Total contractual outflows	<u>1,477,297</u>	<u>845,189</u>	<u>-</u>	<u>-</u>	<u>1,477,297</u>	<u>845,189</u>
Total expected outflows	1,477,297	845,189	-	-	1,477,297	845,189
<b>Financial assets - cash flows realisable</b>						
Cash and cash equivalents	2,170,965	1,393,508	-	-	2,170,965	1,393,508
Trade, term and loans receivables	1,116,710	918,226	-	-	1,116,710	918,226
Available-for-sale investments	-	-	1,000	1,000	1,000	1,000
Held-to-maturity investments	3,000,000	3,085,872	-	-	3,000,000	3,085,872
Total anticipated inflows	<u>6,287,675</u>	<u>5,397,606</u>	<u>1,000</u>	<u>1,000</u>	<u>6,288,675</u>	<u>5,398,606</u>
Net (outflow)/inflow on financial instruments	4,810,378	4,552,417	1,000	1,000	4,811,378	4,553,417



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### Notes to the Financial Statements

#### For The Year Ended 30 June 2012

(c) **Market risk**

*Interest rate risk*

Exposure to interest rate risk arises on financial assets and financial liabilities recognised at the end of the reporting period whereby a future change in interest rates will affect future cash flows or the fair value of fixed rate financial instruments. The company is also exposed to earnings volatility on floating rate instruments.

*Sensitivity analysis*

The following table illustrates sensitivities to the company's exposures to changes in interest rates. The table indicates the impact on how surplus and equity values reported at the end of the reporting period would have been affected by changes in the relevant risk variable that management considers to be reasonably possible. These sensitivities assume that the movement in a particular variable is independent of other variables.

	Surplus \$	Equity \$
<b>Year Ended 30 June 2012</b>	103,419	103,419
+/-2% in interest rates		
<b>Year Ended 30 June 2011</b>		
+/-2% in interest rates	87,000	87,000

**Net fair values**

*Fair value estimation*

The fair values of financial assets and financial liabilities approximate their carrying values as presented in the statement of financial position and notes to the financial statements. Fair values are those amounts at which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

Fair values derived may be based on information that is estimated or subject to judgment, where changes in assumptions may have a material impact on the amounts estimated. Areas of judgment and the assumptions have been detailed below.

Differences between fair values and carrying values of financial instruments with fixed interest rates are due to the change in discount rates being applied by the market since their initial recognition by the company. Most of these instruments which are carried at amortised cost are to be held until maturity and therefore the net fair value figures calculated bear little relevance to the company.

The fair values of financial assets and financial liabilities as disclosed in the statement of financial position and in the notes to the financial statements have been determined based on the following methodologies: Cash and cash equivalents, trade and other receivables and trade and other payables are short-term instruments in nature whose carrying value is equivalent to fair value. Trade and other payables exclude amounts provided for leave entitlements and amounts received in advance which are not considered to be financial instruments.

## Communities@Work

ABN 19 125 799 859

### Notes to the Financial Statements

#### For The Year Ended 30 June 2012

##### 16. CAPITAL MANAGEMENT

Management control the capital of the company to ensure that adequate cash flows are generated to fund its operations and that returns from investments are maximised within tolerable risk parameters. The finance committee ensures that the overall risk management strategy is in line with this objective.

The finance committee operates under policies approved by the board of directors. Risk management policies are approved and reviewed by the board on a regular basis. These include credit risk policies and future cash flow requirements.

The company's capital consists of financial liabilities, supported by financial assets.

Management effectively manage the company's capital by assessing the company's financial risks and responding to changes in these risks and in the market. These responses may include the consideration of debt levels.

There have been no changes to the strategy adopted by management to control the capital of the company since the previous year. This strategy is to ensure that there is sufficient cash to meet trade and other payables.

The gearing ratios for the year ended 30 June 2012 and 30 June 2011 are as follows:

	NOTE	2012 \$	2011 \$
Total borrowings		-	-
Less Cash and cash equivalents	2	(2,170,965)	(1,393,508)
Net debt		(2,170,965)	(1,393,508)
Equity		4,145,221	3,652,390
Total capital		<u>1,974,326</u>	<u>2,258,882</u>
Gearing ratio		- %	-- %

##### 17. COMPANY DETAILS

The registered office of the company is:

Communities@Work  
245 Cowlshaw Street  
Greenway ACT 2600

## **Communities@Work**

ABN 19 125 799 859

### **Directors Declaration**

The directors of the company declare that:

1. The financial statements and notes, are in accordance with the *Corporations Act 2001* and:
  - (a) comply with Australian Accounting Standards; and
  - (b) give a true and fair view of the financial position as at 30 June 2012 and of the performance for the year ended on that date of the company.
2. In the directors' opinion, there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

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



**Gail Kinsella**  
Director

Dated this

27 day of September 2012



RSM Bird Cameron Partners

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**INDEPENDENT AUDITOR'S REPORT  
TO THE MEMBERS OF  
COMMUNITIES@WORK**

We have audited the accompanying financial report of Communities@Work ("the company"), which comprises the balance sheet as at 30 June 2012, and the statement of comprehensive income, statement of changes in equity and cash flow statement for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information and the directors' declaration.

*Directors' Responsibility for the Financial Report*

The directors of the company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Corporations Act 2001* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

*Auditor's Responsibility*

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial report.

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

Liability limited by a  
scheme approved under  
Professional Standards  
Legislation

Major Offices in:  
Perth, Sydney, Melbourne,  
Adelaide and Canberra  
ABN 36 965 185 036

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*Independence*

In conducting our audit, we have complied with the independence requirements of the *Corporations Act 2001*. We confirm that the independence declaration required by the *Corporations Act 2001*, which has been given to the directors of Communities@Work would be in the same terms if given to the directors as at the time of this auditor's report.

*Opinion*

In our opinion the financial report of Communities@Work is in accordance with the *Corporations Act 2001*, including:

- (i) giving a true and fair view of the company's financial position as at 30 June 2012 and of its performance for the year ended on that date; and
- (ii) complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

*RSM Bird Cameron Partners*

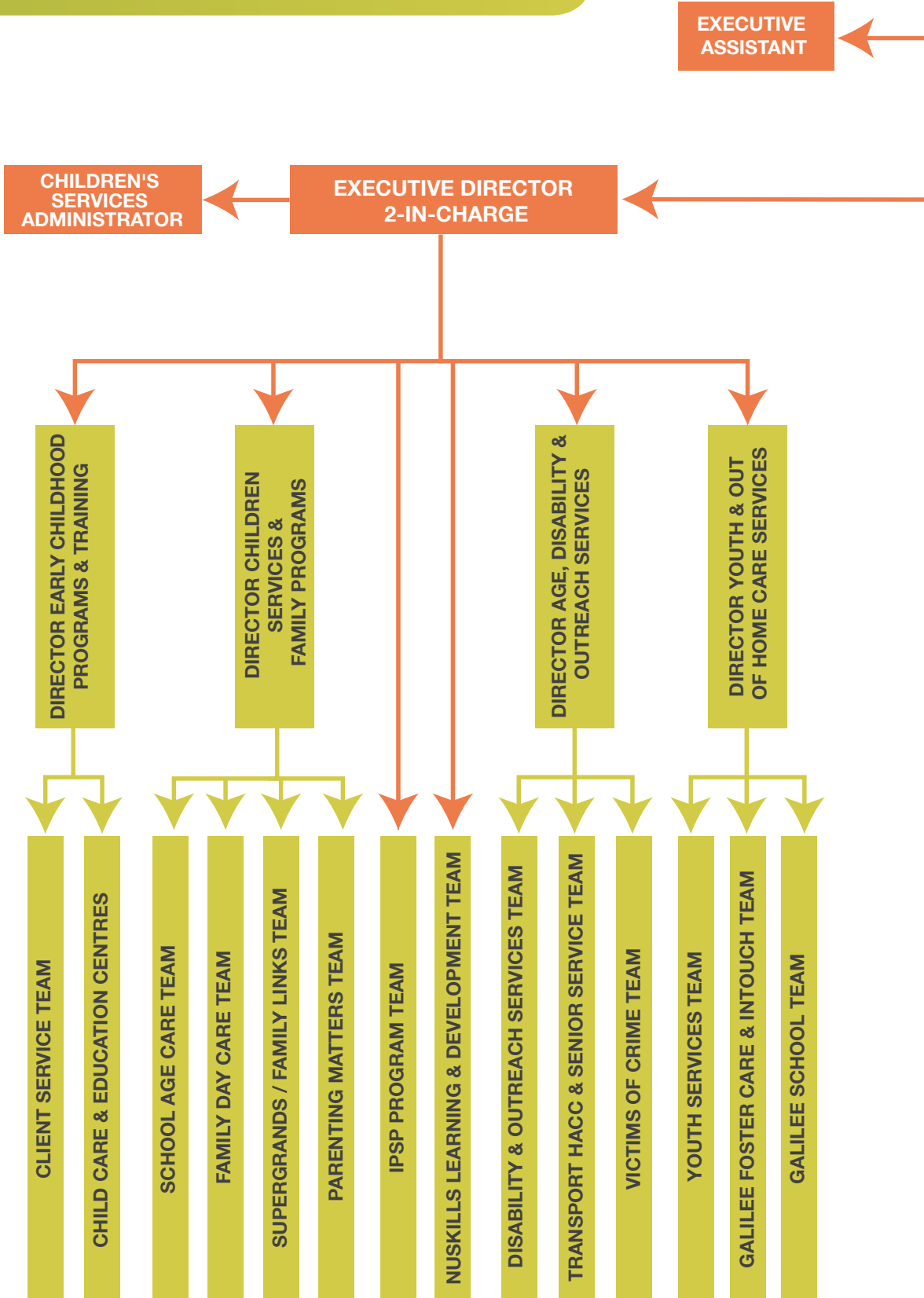
**RSM Bird Cameron Partners**

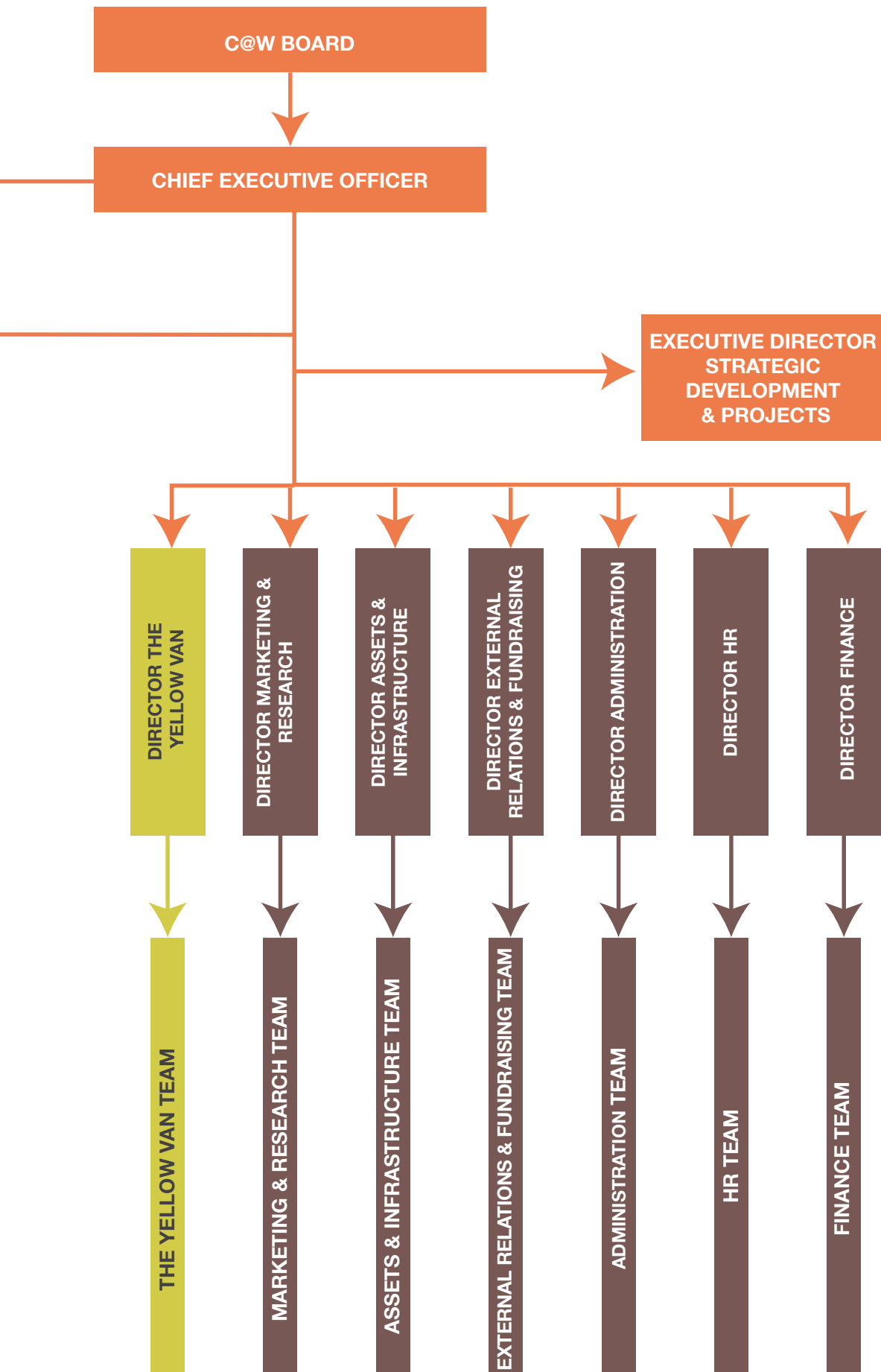
*GED Stenhouse*

**GED STENHOUSE**  
Partner

Canberra, Australian Capital Territory  
Dated: *27 September 2012*

**ORGANISATIONAL STRUCTURE**





## **Head Office**

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Tuggeranong Community and Function Centre  
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