Lifeline
Darling Downs & South West QLD Ltd

Lifeline Darling Downs & South West Queensland Ltd

(ABN 97075403959)

Holds accreditation from **Lifeline Australia**

Lifeline is a Christian ministry committed to counsel in accordance with Christian insights.

Lifeline seeks and acknowledges the support of the wider community in enabling it to maintain its service.

Our Motto:

Strengthening Communities
Empowering People

Our Vision

We see a future of people living engaged and fulfilling lives throughout our region by:

- strengthening community participation and resilience
- more individuals, families and communities achieving an increased sense of wellbeing
- increasing our engagement with at-risk groups
- helping to reduce rates of suicide in our region
- maintaining a state of readiness to respond to natural disasters via our Community Recovery capabilities
- ensuring our practices and systems are responsive to community needs and expectations

Our Thanks

The Lifeline Darling Downs & South West Queensland Ltd Team extends thanks to the Chronicle, ABC Radio Southern Queensland, Radio Stations Triple M - 864, 4WK and 4DDB FM, WIN Television, Seven Queensland, Nine Television Network, Southern Cross Ten, The Dalby Herald, The Warwick Daily News, Queensland Country Life Newspaper and other rural papers for their support throughout the year.

BOARD OF DIRECTORS

(1 October 2017 to 30 September 2018)

Board Executive

Andrew Taylor
Chairman

Beck Borger
Deputy Chairman

Donna Lafferty
Treasurer

Directors

Maryanne Long

Ron Hampton
Human Services Liaison

Nadja Jones

Ben Hooper

Simone Finch

Business and Corp Services Liaison

Rob Craig

Darryl Bates

Ian Rosenberger
Ex-Officio

Kirsty Hogarth
Ex-Officio

History of Board Chairpersons

Andrew Taylor	2017 - present	Rev Paul Moore	1991 - 1992
Shane MacDonald OAM	2014 - 2017	Mark Orchard	1987 - 1990
Jim Black	2011 - 2014	Rev Brian Lynes	1986
Taisoo Kim Watson	2007 - 2010	Rev Sue Algate	1984 - 1985
Alan Dean	2003 - 2006	Barry Whisson	1982 - 1983
Jennifer Grummitt	1997 - 2002	Jean Bryant	1981
Rob Nielsen	1997 - 1998	Rev Ken Hill	1980
Avril Baynes	1993 - 1996		

Life Members

Miss Ethel Fick OAM (dec'd)

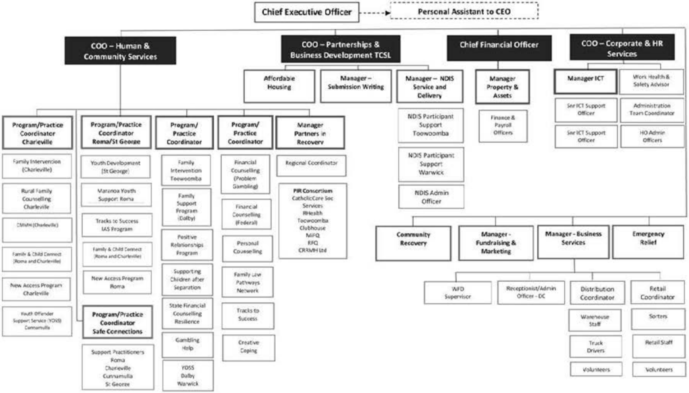
Rev Noel Park OAM

OUR HISTORY (1975 - 2018)

The establishment of Lifeline Toowoomba was due to the efforts of Mr Vic Davis, a foundation member of Lifeline Brisbane and retired bank manager.

20 JUL 1975	Lifeline Toowoomba opened at Matilda House, 88 Russell Street, Toowoomba (receiving 600 to 700 calls per annum). Rev Geoff Waugh serves as the Interim Director.
JAN 1976	Rev Robert Holt takes over as the Director of Lifeline Toowoomba.
APR 1977	Sister Bernadette Curtin L.C.M. is appointed Director.
JAN 1979	The Family Support Service (known originally as The Homemaker Service) is first funded.
FEB 1980	Rev Noel Park begins as Director/ Managing Director.
JUL 1980	The Material Aid Service (now called Emergency Relief) is established.
AUG 1980	The Counselling Centre is relocated to 161 Hume Street, Toowoomba.
1981	The Dalby and Warwick Sub-Committees are established to help fund the first land line to Toowoomba in June 1982.
MAY	1983 Lifeline's current logo is approved by the National Board of Lifeline Australia.
1984/1985	The Distribution Centre relocates to 2-6 Hodgson Street.
1987	Lifeline Farmline is established to help farmers cope with high interest rates.
1988	Relocation of the Counselling Centre to 127 Russell Street in 1988.
1991	The Dalby Office is opened.
JUN 1993	The Break-even Program is established.
JUL 1993	Telstra introduces the National Number - 13 11 14.
DEC 1993	The Counselling Centre relocates to 5 Mill Street.
1995	Rural Family Counselling Service established.
SEP 1996	The Company is registered.
1997	Warwick Counselling Rooms and Shop established.
1998	St George Counselling Rooms and Shop established.
OCT 1998	The Distribution Centre relocates to 192A Stephen Street.
JUL 1999	Charleville Office is established.
NOV 1999	Office at 1 Taylor Street, Toowoomba is established.
MAY 2000	Derek Tuffield appointed General Manager.
AUG 2001	Dalby Office (1 Patrick Street) is officially opened.
25 JUN 2003	The Lifeline Smart Tip Shop is officially opened.
FEB 2004	Premises at 17 Long Street, Toowoomba are purchased.
20 JUL 2005	Celebration of 30 Years of Service.
2006	National Roll-Out of Greater Access Program by Lifeline Australia Incorporated – 13 11 14.
APR 2010	Office opens at 34 Queen St, Roma.
JUN 2010	Office opens at 24 Stockyard St, Cunnamulla.
20 JUL 2010	Lifeline Darling Downs & South West QLD Ltd celebrates 35 years of service.
30 AUG 2011	Execution of new Memorandum of Understanding III between UnitingCare Community and Lifeline Darling Downs & South West QLD Ltd.
2 SEPT 2011	Purchase of 33 Russell Street, Toowoomba
MID APR 2012	Renovations commenced at 192A Stephen Street and 33 Russell Street
31 AUG 2012	Sale of 5 Mill & 1 Taylor Streets, Toowoomba
5 SEPT 2012	Relocation of Head Office to 33 Russell Street, Toowoomba
31 DEC 2012	Official Opening of Head Office, 33 Russell Street, Toowoomba
21 JUN 2013	Official Opening of Renovations to Distribution Centre, 192A, Stephen Street, Toowoomba
23 DEC 2013	Sale of 17 Long Street, Toowoomba
26 MAY 2014	Opening of New Shop in Warwick
20 JUL 2015	Celebration of 40 Years of Service
NOV 2015	Opening of Herries Street Superstore
5 FEB 2016	Opening of new Smart Tip Shop, Wellcamp
13 MAY 2016	Official opening of the Flexi-School Intergenerational Mentoring Hub
JULY 2017	Lifeline Australia Winter Sessions held in Toowoomba
JAN 2018	Purchase of SafeStart Units (2) to support domestic and family violence victims

WHOLE OF ORGANISATION STRUCTURE



43 YEARS
of Dedicated Service

Lifeline Darling Downs & South West Qld Ltd provides counselling and community services on the Darling Downs and in the far South West of Queensland, a coverage area of more than 500,000 square kilometers. We are the largest Regional Lifeline Centre in Australia and a Member of Lifeline Australia, our national body

24 LOCATIONS

Sustainability (Carbon Footprint Reduction)

This year we have successfully installed solar panels on the roofs of our premises at Stephen Street and Russell Streets, Toowoomba as well as at our Charleville, Dalby and St George premises

WE PROUDLY HAVE ESTABLISHED OFFICES IN CUNNAMULLA, CHARLEVILLE, DALBY, ROMA, ST GEORGE, TOOWOOMBA AND WARWICK

We have shops in 16 different locations across our coverage area

Our staff and volunteers are vital to the success of LDDSWQL and the high quality of service that we provide to our clients and customers 52 weeks a year.

14,800
PEOPLE RECEIVING CARE AND SUPPORT

150
STAFF EMPLOYED

300+
DEDICATED VOLUNTEERS

OVER THE PAST 12 MONTHS OUR VOLUNTEERS DONATED AN ESTIMATED
1800 HOURS
IN VITAL WORK TO SUPPORT OUR ORGANISATION

BOARD CHAIRMAN
Andrew Taylor

It is with great pleasure that I present this annual report as Chair of Lifeline Darling Downs and South West Queensland. This year has been a year of change and extraordinary growth for our organisation. There have been a number of achievements on a number of different fronts. Achievements for individuals, programs, departments, communities and as a whole organisation.

One of the things that strikes me the most about Lifeline Darling Downs and South West Qld Ltd is the diversity of our organisation. There are so many different facets to the programs that we run. We cover an enormous geographical area from Toowoomba out to Cunnamulla, north to the Burnett region and south to the border. We assist members of our community in so many different ways. It is quite extraordinary to see the organisation operate day to day in delivering services across the region.

Every single person in Lifeline has a crucial role to play in order for the organisation to be successful. For example, if the person who is driving a truck to pick up donated goods does not do their job, then the goods cannot be sold in order for funds to be raised so that a counsellor can fulfil their role in counselling a person. Similarly, if a counsellor does not assist members of our community, there is little point in the delivery driver undertaking their work.

There are some roles that are more visible than others but every role is so important. There are some who are undertaking vital work behind the scenes. Whether it is the person sorting goods at the distribution centre or an IT technician assisting staff members, to those who are more of the public face, such as Derek who regularly fronts the media or a member of the Executive Management Team who deal with members of the public, staff, Board members, government officials, stakeholders and other NGOs. Whatever role a person undertakes, each person is vitally important to the running of the organisation.

Lifeline is about people. We exist in order to assist members of our community. As a Board and an organisation we are constantly seeking ways that we can better our programs or services to improve the lives of those most vulnerable. Our society is changing at a rapid rate. The issues that are being faced today are vastly different than what they were a decade ago. However, the one thing that has not changed is that people sometimes need help. Whether that is to provide them with food to get through the day or whether it is to help them with a mental health issue that they are facing or whether it is to overcome an addiction that is impacting their life, our Board, Executive Management Team, staff, volunteers and supporters are there to help them in whatever way we can. As a Board, our core business is to give direction and develop strategy so that our community can become more resilient and thrive.

Let me share with you a couple of stories of the way that we assist members of our community. A person arrived at our office in Toowoomba wanting help in the form of some food. As the person waited, our staff noticed something not quite right. After talking with the person further, they discovered that the person was in fact suicidal. They were able to immediately provide assistance and that person is now engaged in regular counselling and making real progress.

We have also heard of one of our Rural Counselling programs out west working with a school with some girls who were being regularly suspended. Our team ran a program over the school holidays that focused on hygiene, fitness, sport, cooking and fashion. The girls bonded and have not been suspended since. They still work together in school and out of school

These are only a few of the thousands of stories from our organisation that give a glimpse of the way our organisation impacts people's lives for the better.

It is why we do what we do.

There are some events that occur each year on the Lifeline calendar where we partner with members of our community to make a difference in people's lives. Events such as The Chronicle/Lifeline Bookfest which raises important funds for our work, "Loads of Love" where we distribute food parcels so that families can have a brighter Christmas as well as this coming year, our latest event, "Unleash the Beast". These events mean that we can engage with our community in a practical way and allow our supporters to help us in our work.

I would like to mention a couple of particular achievements for us this year. We have been encouraged as a Board with the successful tender for the Domestic Family Violence program for South-West Queensland. As well as providing a vital program for communities in the south-west it will also enable us to further connect with those who live in the south-west of Queensland through our staff who are employed there.

We have also been able to provide housing for particularly vulnerable members of our community thanks to an extraordinarily generous donation from one of our supporters. This has enabled us to acquire a property for crisis accommodation to enable families fleeing domestic and family violence to get back on their feet. An opportunity also arose during the year for us to be part of the establishment of the Toowoomba Housing Hub. The Board quickly saw the benefit of this project and got involved.

As a Board we have also been delighted with the take-up of our "MindFIT" program by businesses and organisations in Toowoomba. This program provides training to promote good mental health in the workplace and educate participants on how to support someone with a mental illness as well as improve their own mental health and well being. In this way, we are able to partner with businesses and organisations in our community to improve mental health.

This year has seen some changes in the Executive Management Team. We have added a position and have welcomed some new members to the team. It is clear to us as a Board that each member of the Executive Management Team is extraordinarily capable, experienced and able to competently fulfil their role and position. The same can be said for the various managers in the organisation. As a Board we are extremely thankful for the hard work that each person in the EMT and each manager puts in to make Lifeline Darling Downs run smoothly.

Of course, the very capable CEO of our organisation is Derek Tuffield who works tirelessly for our organisation and in the community. It was quite fitting for Derek to be awarded the Order of Australia medal earlier this year, an achievement that was entirely deserved and again as a Board we congratulate him on receiving the award. Let me share with you a quick story. Last year Derek received a call from a member of our community on a Friday evening saying that there was a mother and her children with their bags at a particular location in Toowoomba with nowhere to go. Derek immediately stopped what he was doing, jumped in his car and went and picked them up. He arranged for them to be accommodated overnight and fed them and then over the following days, worked to put them in some more permanent housing. I share this story to show that our CEO is very much "hands on" and always ready to do what needs to be done in order to help those in need.

Of course, Lifeline Darling Downs is part of the larger organisation of Lifeline Australia. Our national organisation provides us with support and direction in some areas. The vision of Lifeline Australia is for an Australia free of suicide. We wholeheartedly endorse this vision, but part of our philosophy as a Board and an organisation is to identify ways in which we can help people in practical ways at a time when they need help, whether that is by physical means or through emotional or psychological means so there is less chance of them getting to that point.

As a Board, we meet monthly and sometimes more often. We receive reports, consider financial statements, discuss what is happening in our communities and together we chart a course for our organisation which is then implemented by Derek and the Executive Management Team. We are so incredibly thankful for our staff and volunteers who daily go above and beyond to make a difference in this part of Queensland. We are also thankful to the members of our community who support us whether that is by donating goods, or by turning up to our events or whether it is by volunteering - each and every person makes a big difference in someone else's life.

I would like to thank the Board of Directors for their tireless work this year. It is an honour to be on a Board of people who voluntarily give up their time to assist Lifeline Darling Downs to benefit our community.

This year has been an exciting year for our organisation. We have many exciting programs that are underway and many more developments that are on the way. I believe that as an organisation we are well-placed to continue the good work and to press forward into the future to even greater things to make our community a better place.

TREASURER'S REPORT
Donna Lafferty, Treasurer

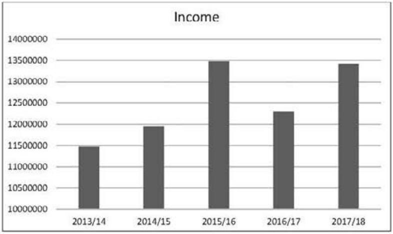
I am pleased to present my Treasurer's report for the 2017- 2018 Financial Year for Lifeline Darling Downs and South West Queensland Limited.

The 2017-2018 year produced sound financial results for our organisation. We achieved a surplus of $212,110 from income totalling $13,409,241, which is consistent with the surplus achieved last year of $219,193.

Income

Income has increased by $1,117,818, which is an increase of 9% on last year. We have seen an increase in donations received, in particular a large one-off donation to assist with the purchase of a property to support individuals/ families who have experienced Domestic and Family Violence. Other income is up $957,888. The National Disability Insurance Scheme (NDIS) continues to grow, contributing an additional $307,000 to the previous year. We received Government Grants of $6,508,347 of which $718,337 was received late in 2018 and was classified as other income.This funding will extend into the 2018-2019 financial year. Grants revenue was $444,013 below last years results. However this is more than offset by the Grant income classified as other income. We were fortunate to receive funding through the "Work for the Dole Program" totalling $99,605. This funding greatly assists our Retail Business Division. The Work for the Dole Program also helps the participants to improve their skill set for future employment due to the training received while working in our Lifeline Shops and Distribution Centre at 192A Stephen Street, Toowoomba. Our retail divison has achieved a consistent result to that of last year, despite the challenging retail market.

Income has been steadily increasing over the past five years as reflected by the following graph.



Expenditure

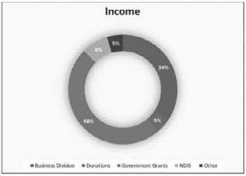
Total expenditure has increased by $1,124,901 which is consistent with the increase in income. The increase in expenditure was mainly due to increases in salary and wage costs which allowed us to achieve the outcomes required for our government funded programs. We have also spent additional funds to assit us in fulfiling our obligations under those programs.

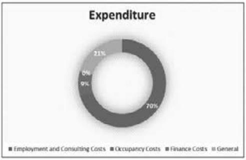
Surplus/ Deficit

The suplus of $212,110 is a pleasing result on the back of a very successful year for our organisation, providing much needed services and support in our community. This financial result could not have been achieved without the help of our dedicated staff and volunteers.

Financial Highlights

Lifeline is fortunate to have many income streams. These income streams and associated expenses are shown below.





Baulch & Associates have audited the Financial Statements for the year ended 30 June 2018. We have yet again received an "Unqualified Audit Opinion". Given the challenges that face our organisation, this is an outstanding result.

I wish to acknowledge the hard work and commitment displayed by the members of the Finance & Assets Committee and my fellow Board Members.

I acknowledge the hard work and dedication of Jenny Hohn, our former CFO who left our organisation in June 2018 after being with us for 24 years. Jenny played an integral role within our organisation.

I would also like to make mention of our new CFO, Colin Aynsley, who at the time of writing this report, has only been with the organisation for 4 months. In those 4 months, Colin has been involved in the budget process for 2018/2019 financial year; interim and final audit of our financial statements; monthly management reporting and day-to-day management of the finance team while at the same time learning the complex nature of our organisation.

Our finance team are integral to the success of our organisation and the team is continuing to grow and develop, as does our organisation.

In closing, we look forward to another successful year and the challenges and rewards that will bring.

CHIEF EXECUTIVE OFFICER
Derek Tuffield OAM

THE EXECUTIVE MANAGEMENT TEAM

Chief Executive Officer

Derek Tuffield

COO-Corporate & Human Resources

Andrew McGill (commenced 30 April 2018)

Denise Quinn (exited Dec 2017)

COO-Human and Community Services

Rachelle Patterson,

COO-Partnerships and Business Development

Rodney Watton,

Chief Financial Officer

Colin Aynsley (commenced 1 June 2018)

Jenny Hohn (exited June 2018)

Personal Assistant to CEO

Robin Waldie

It is with much pleasure that I present my nineteenth report on the activities and challenges that have occurred within Lifeline Darling Downs and South West Queensland Limited over the past 12 months. We are a member centre of Lifeline Australia and work together with UnitingCare (formerly UnitingCare Community) as detailed in our Memorandum of Understanding of 2011 and variation agreement of 2017.

Achievements

There are several wonderful achievements which occurred during the 2016/17 financial year.

JULY 2017

The Batting for Lifeline Gala Ball with the Order of St John raised more than $110K for suicide prevention and safeTALK training.

SEPTEMBER 2017

the successful securing of the Lifeline Enterprise Agreement 2017 after almost 5 years of intense work.

DECEMBER 2017

The 3rd MetroCare/Lifeline "Loads of Love" Christmas Appeal.

JANUARY 2018

purchase of emergency Domestic and Family Violence accommodation in Toowoomba – thanks to a private benefactor.

FEBRUARY 2018

Lions Club of West Toowoomba donation of $30,000 from the Toowoomba Christmas Wonderland annual event December 2017.

MARCH 2018

36th Chronicle/Lifeline Bookfest. ($66,000)

APRIL 2018

Secured the Domestic and Family Violence South West funding from 1 May 2018 to 31 March 2021.

Secured the Toowoomba Housing Hub funding.

MAY 2018

8th Annual Whole of Organisation Day.

MAY 2018

Centenary Heights State High School Interact Club donates over 6,000 non-perishable food items for Emergency Relief. (16th year of donations)

MAY 2018

Warwick Daily News/Lifeline Bookfest raised $5,000.

JUNE 2018

Secured the Youth Offenders Support Service funding for Cunnamulla, Dalby and Warwick.

JUNE 2018

CEO awarded the Order of Australia award for services to the Darling Downs.

Challenges

With the introduction of NDIS (National Disability Insurance Scheme) on 1 January 2017 the way many Not-for-Profit organisations in our region of operation will function will change as payment for services is in arrears and operations must run under a business model and therefore operate as a "for profit" organisation. Over the past 12 months we have been preparing for the introduction of NDIS, which has certainly been challenging, complex, often filled with uncertainty and at the same time exciting. It is clear that clients that are successful in securing an NDIS package will be better off in having their needs met. However, the commencement on 1 January 2017 was "lumpy" and had many challenges for both service providers and clients alike.

Future directions

Our Strategic Plan 2015-2020 was approved by the Board of Directors in November 2015. This new Strategic Plan is one of growth and being organisationally proactive rather than being reactive. We can continue to expect that smaller not-for-profit's will look to merge with larger organisations to help with maintaining their service delivery to the community.

Consortiums and Partnerships

Once again it is extremely important to also acknowledge the importance that "Consortium Partnerships" play in the delivery of effective and successful services in Toowoomba, on the Darling Downs and in South West Queensland. Currently our organisation partners with the following organisations;

- Aftercare – Community Managed Mental Health South West (Charleville and St George)
- Mercy Family Services - Family and Child Connect – Roma and Charleville
- Centenary Heights State High School, University of Southern Queensland, The Older Men's Network, East Creek Community Centre, Rotary Club of East Toowoomba, Toowoomba Regional Council – Flexi-school Intergenerational Mentoring Hub construction project.
- Centacare Toowoomba, Rural and Remote Mental Health, YWCA, Clubhouse, Medicare Local, Partners in Recovery (PIR).
- Relationships Australia Queensland – looking to partner as part of the upcoming tender for Gambling Help Services in Queensland.
- MetroCare – "Loads of Love" Christmas Appeal.
- Lions Club of Toowoomba West, Toowoomba Hospice and The Toowoomba Hospital Foundation – Christmas Wonderland.
- Drug Arm – Shared accommodation in Cunnamulla.

Business Division

Our Business Division has enjoyed another very successful year following a lot of hard work, shop amalgamations and solid strategic planning. Ms Angela Klein is our Manager Business Services and through her leadership, drive and commitment we have witnessed the growth return to our Business Division. She has been well supported by Barbara Dallinger Retail Coordinator, Stephen Pennells and many other staff and volunteers. Early indications are that the net profitability will exceed $1 Million for the second time in a row for several years. Generating our own funds is extremely important to the Board of Directors and the Executive Management Team. Over the past 12 months we have seen a decrease in our male volunteers occur and our research indicates that this is a nationwide trend in Australia. More volunteers are required now and into the future.

Human and Community Services:

COO – Rachelle Patterson:

The past 12 months have proved to be an extremely busy time for Rachelle as she continues to develop and strengthen our Human and Community Services team. She was a driving force in helping to secure the new Domestic and Family Violence South West funding of more than $3.4 Million dollars over the next 3 years. She has restructured her team and introduced the FIXUS database and preparations for the introduction of Office 365. An extensive amount of time has been spent in development of our western services at Cunnamulla, Roma, St George and Charleville.

Corporate Services

COO- Denise Quinn

(resigned 22 December 2017):

It is important that I once again acknowledge the ongoing work of our Corporate Services staff who provide the administration support, quality assurance, policy review, Internet Communication and Technology support services and our Work Health and Safety for our organisation. Their roles like other staff help make our organisation functional, responsive and abreast of constant changes in communication and Risk Management.

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Corporate and Human Resources

COO – Andrew McGill:

Andrew joined us on 30 April 2018. He has brought to the organisation his expertise in Human Resources as well as his management and workforce development skills. We are extremely pleased to have secured his services and look forward to his contribution to our organisation as we continue to grow and expand.

Partnerships & Business Development

COO- Rodney Watton:

During the past 12 months our NDIS services have continued to grow and expand at a rapid rate. This increase has consumed much of Rodney's time and the decision was made in late 2017 to transfer the Business Division to the CEO which included the transfer of line management for our Manager Business Services, Angela Klein. This change also allowed Rodney to work on the development of the Toowoomba Housing Hub Project which he has been passionate about for many years. In April 2018 we were successful in securing the funding for the Toowoomba Housing Hub. Rodney's expertise in housing has also been highly beneficial with our Safe-Start Housing Project.

Finance (Payroll & Accounts)

CFO – Jenny Hohn:

After almost 24 years with our organisation, Jenny Hohn has resigned and completed her dedicated service with us on 8 June 2018. Jenny's resignation is an end of an era and we are so grateful for her commitment, dedication, leaderships and fellowship. It is hard to put into words the level of commitment and dedication Jenny has given to our wonderful organisation over the past 24 years. We wish Jenny every success with her new endeavours and again thank her sincerely on behalf of the Board, Staff and Volunteers.

Chief Financial Officer

Colin Aynsley:

Colin joined us on 1 June 2018. This allowed Colin a small amount of time to enable a handover to occur from long serving CFO Jenny Hohn. Colin's expertise in finance is clearly evident and we look forward to his contribution in the months and years ahead.

Sustainability

During the past 12 months we have focused on Happiness and Wellbeing with the introduction of the "Workplace Quit Smoking Program" for staff plus the installation of 40 solar panels at our St George offices. Ideally we would like to increase the number of solar panels at our Distribution Centre when the funding opportunity arises. Also work/improvements have been occurring on our Safe-Start units in Toowoomba which provide safe accommodation for families fleeing Domestic and Family Violence situations for up to 6-12 months.

Conclusion

The past 12 months have once again proved very challenging and exciting for our organisation. We have a new look Executive Management Team which I know will bring many successes for LDDSWQL in the months and years ahead. I wish to express my sincere appreciation to the dedicated Board of Directors both past and present, Staff and our Volunteers on how we have successfully negotiated our way through the past 12 months with our clients as our focus and maintaining our motto of "Strengthening Communities and Empowering People". Our success could not be achieved without the combined efforts of all staff and volunteers to ensure we remain a successful and financially viable organisation.

Derek P Tuffield OAM

Chief Executive Officer

CORPORATE & HUMAN RESOURCES
Andrew McGill

THE TEAM

Chief Operating Officer (Corporate & HR Services)
Andrew McGill

Chief Operating Officer (Corporate Services)
Denise Quinn (exited December 2017)

ADMINISTRATION TEAM

Administration Team Coordinator
Karen Murray

Administration Support Officers
Evlyn McKenzie

Judith Bacon

Sandy Neuendorf

Trainee/Volunteer
Ashleigh Cranitch

Gay Lambert

WORKPLACE HEALTH & SAFETY

Workplace Health & Safety Advisor
Craig Lincoln

INFORMATION & COMMUNICATIONS TECHNOLOGY

ICT Manager
Andries Buys

Senior ICT Officer
Antoine Changuion

David Kong (exited May 2018)

ICT Support Officers
Jay Opperman

Aaron Linder

Purpose

The purpose of the Corporate Services Team is to ensure Lifeline Darling Downs & South West Queensland Limited employees and volunteers can continue the exceptional service they provide to the community, confident in the knowledge they are supported by:

- A robust corporate governance structure;
- A rigorous Workplace Health & Safety (WH&S) framework;
- A people and culture strategy based on organisational development and continual quality improvement;
- A quality and contemporary information and communications technology (ICT) service; and
- Outstanding and timely administrative support services.

Chief Operating Officers

After three years at the helm, Denise Quinn decided to leave LDDSWQL in December 2017 and live life to the fullest in retirement.

Denise's strength was undoubtedly her knowledge of, and commitment to, Quality Management Systems (QMS). The impeccable QMS framework that she developed, and her tireless efforts to gain Human Services Quality Framework accreditation will be her enduring legacy to the organisation.

Despite her intentions of a life of leisure, Denise took it upon herself to work a day per week on a voluntary basis until a suitable replacement became available to take the reins.

Andrew McGill was recruited from the National Health Service (NHS), where he had just completed a significant organisational change project within one of the largest NHS Trusts in the United Kingdom. With a solid background in Human Resources (HR), Andrew was appointed in April 2018 following the board's recommendation that the organisation would benefit from a stronger HR focus within the Corporate Services portfolio.

Achievements

The Administration Team are critical to the organisation as they not only reduce the administrative burden on counsellors and other practitioners, they also provide all-important reception and customer facing operations such as Emergency Relief.

This year the team secured funding for two temporary Administration Trainees through the Skilling Queenslanders for Work Program. For a six month period, both Gay Lambert and Ashleigh Cranitch built on-the-job skills alongside their studies for a Certificate I in Business. These appointments were necessary to provide assistance with the increased workload over the busy festive period during December. It is pleasing to note that both trainees remained with the organisation in a voluntary capacity after the completion of their temporary appointments.

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In addition to the regular Emergency Relief provided to eligible people on a weekly basis:

The **"Adopt a Family"** hampers, fed over 50 families over the festive period;

Over 600 bags, equating to three tonnes of food, was provided during the **"Loads of Love"** campaign; and

Over $7,000 worth of relief vouchers were distributed to the community.

The ICT Team accomplished a number of significant achievements during the 2017/2018 year, not least of which was the planning required for the eventual move to an Office 365 network platform in 2018/2019.

The team began researching the new design in January 2017, testing various models until announcing the final proposal in the Strategic Governance & Risk Meeting in April 2017.

Alongside this major change, the team also worked with Luke Bennett, from R & G Technologies, on developing "SharePoint" our new and improved intranet.

During the year, the team consistently achieved Service Level Agreement benchmarks and maintained an 'uptime' of 98% across all systems. Approximately 80% of all help desk queries were remedied within 24 hours and the majority of all queries were rectified within three days.

During the past 12 months we farewelled David Kong who had been a member of the ICT team for 5 years. David provided vital support during the introduction of PIR and has left us to future progress his ICT career.

The team welcomed two new staff members in Aaron Linder and Jay Opperman who have both been critical to ongoing operations during this period of ongoing change.

Workplace Health and Safety remained a key priority for the organisation with Craig Lincoln maintaining remarkably low incident numbers throughout. This was especially relevant within transport operations (Business Division) where LDDSWQL incident rates are well below the national average, where the industry is considered 'high risk'.

As a result, LDDSWQL paid a significantly lower WorkCover premium that equates to just 21% of the industry rate.

Craig visited all rural and remote sites on two separate occasions – November 2017 and May 2018. On his visits Craig provided support and training to staff members in most centres including Roma, Charleville and St George. A driver training course was conducted in Roma attracting 11 staff.

Craig is also a member of the Sustainability Working Party.

Challenges

Change, while positive and necessary, remains a major challenge to the Corporate Services team. It is therefore incumbent on the team to understand changing client needs, adapt accordingly and improve our services with a continuous improvement mindset.

Structural transformation of the Human Services Division brought progressive changes, however this also meant that the Corporate Services Team had new tasks, new priorities and most importantly, new people with new management styles and methodologies.

The additional responsibilities and increased work volume witnessed during this change was not anticipated and to their credit, the team was able to keep pace and only faltered when illness or other unplanned leave reduced staff numbers.

Future View

The future direction is simply for the team to fulfil its purpose (above) using the most streamlined and effective means possible. The achievement of team goals will be measured, in part, by the lack of attention afforded to our practices. In essence, the less staff notice us the better!

Given the operational nature of our business, and the constantly changing environment in which we work, the improvement in strategic planning and clear communication of that vision is a goal the Corporate Services Team is committed to achieve. As such, the introduction of a dedicated Workforce Plan outlining the key people strategies for the next five years, will be necessary as the organisation continues to grow and develop into the future.

In summary, it is the intention of the team to strengthen the already strong reputation of the organisation, maintain "employer of choice" status, and provide exceptional services to help ensure organisational objectives continue to be achieved.

PARTNERSHIPS & BUSINESS DEVELOPMENT
Rodney Watton – Chief Operating Officer

THE TEAM

Chief Operating Officer, Partnerships & Business Development
Rodney Watton

Manager Service Development (NDIS)
Melissa Volp

Manager Submission Writing
Louise Kennett

Hub Services Integration Manager
Helen McGrath (Commenced 15 May 2018)

Community Education Trainer
Rob Nielsen

New Direction New Opportunities

Early in the financial year it became apparent that the rapid development of the NDIS required more attention than the combined responsibilities of the portfolio would allow and I requested that my position be restructured. The outcome of the restructure had the Business Division removed from my portfolio together with direct supervision of the Manager Fundraising and Marketing. With the establishment of SafeStarts and then the Toowoomba Housing Hub my portfolio has developed a new business incubator theme very much in line with current thinking in the area of business development and innovation. It is important that new revenue/service delivery streams are given time to iterate. I am very much enjoying overseeing the implementation of a number of new opportunities.

Achievements

Tranquillity Care Services

It is hard to believe that the 2017/18 financial year was our first full financial year. The development of our NDIS funded division continued much faster than all expectations during the year.

Demand for our services has exceeded all of our projections (by almost 50%) this is even more remarkable as we have engaged in minimal marketing and much of the development in Direct (Core) Support work has been the result of word of mouth.

From 7 staff engaged in June 2017, over 20 staff were engaged in June 2018. The creation of new jobs adds to both the breadth and depth of our team but also contributes to the broader economy. Quality staff with a passion for helping people is one of the keys to success with the NDIS and we have created a great foundation for our NDIS workforce moving forward.

The most critical key to success with the NDIS is happy participants and the overwhelming response from our participants has been very positive. We are very proud that TCS is contributing to Lifeline Darling Downs' motto of empowering people and strengthening communities, by always putting people first.

Toowoomba Housing Hub – Community Connections Partner

We were very excited in March 2018 to be notified that Lifeline Darling Downs and South West Qld Ltd had been successful in our expression of interest to be selected as the Community Connection Partner for the Toowoomba Housing and Integrated Services Hub. The Hub represents the culmination of years of work and lobbing by the Toowoomba Housing and Homeless Coalition. The Hub model is a one stop shop that acts as a foyer to the wider housing, homelessness and human services sector for people who are homeless, at risk or in housing stress. As the Community Connections Partner, Lifeline Darling Downs represents the non-government sector, collaborating with non-government housing and homelessness service sector, support organisations and community stakeholders to establish an integrated, robust and transparent model of operation.

SafeStarts Transitional Housing Program

Also in the second half of the financial year, as the result of a philanthropic donation, Lifeline Darling Downs secured 2 x two bedroom units situated in a duplex for the purposes of providing a transitional housing solution for women escaping Domestic and Family Violence. Delighted to report the units have already positively contributed to both current household's lives and transition to a positive and safe future.

MINDfit

As a result of the Batting for Lifeline Gala Dinner and sponsorships we have now delivered MINDfit to a number of businesses of varied sizes. These included a series of deliveries to the Wagner's/ Toowoomba Wellcamp Airport executives, management and staff. MINDfit was designed to develop a closer working relationship with our

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corporate sponsors while also reinforcing our key messaging about de-stigmatising mental health issues, encouraging help seeking behaviour and encouraging and equipping people to support people around them that may be struggling. MINDfit has been successful in both counts. The interaction with people from a broad range of backgrounds has always been positive and business seem to be working really hard to make sure the work place is safe for people who may be experiencing mental health issues.

Submissions

We have had nothing short of an outstanding year in the area of submissions. We have been both blessed and challenged by a number of significant opportunities for both renewed and new business. It has also been exciting to witness fantastic collaboration and harnessing of the many talents across the organisation to contribute to our submissions. This I believe has contributed to a number of good results for the organisation and an outstanding year in terms of resources secured.

Challenges

While it is often considered a good problem to have, managing and implementing the opportunities and new business that has emerged this year has presented more than its fair share of challenges.

The demand for our NDIS funded services continued to grow well beyond our projections, and trying to maintain a quality service while also allowing for growth has been an ongoing challenge. Additionally we are trying to manage our own growth in a rapidly changing environment of a new funding model, new funding body and a new marketplace. Sourcing and on boarding new staff has and will continue to be a challenge and while we are blessed with a passionate team of workers, the pool of experienced direct support workers has diminished and strategies to develop new staff must be developed to allow for continued growth, this however requires time that we rarely have.

The unexpected and rapid implementation of both the SafeStarts Units and Toowoomba Housing Hub have also created capacity issues. Partly as the result of the collaborative nature of the Hub and partly as a result of the Hub's inclusion in the Queensland Government's Housing Strategy. Implementation of the Hub overlaps with many agendas and sometimes makes the simplest of tasks extremely complex and time consuming. The SafeStarts units have been a welcome resource in the Domestic and Family Violence services sector however if we had 4 additional units we would still be struggling to meet the demand. While it is clear the transitional model absolutely meets women escaping DFV at their point of need, it is always challenging managing a service where demand is well beyond your capacity to supply.

The Future

Over the next twelve months I expect that both Tranquillity Care Services and The Toowoomba Housing Hub will dominate my work flow.

Tranquillity Care Services will continue to target growth in the area of Direct (Core) Services, in particular supported independent living packages which will form the backbone our operation needs to continue to grow in the low margin environment. Over the next twelve months we will continue to develop our regional services targeting the development of direct services in Warwick and Dalby. Our NDIS service has relied on our Office 365 environment and further development and customisation of the platform will be required over the next twelve months. We expect to do some marketing at some point and are still interested in exploring the untapped elements of the NDIS funding model that might also provide Lifeline Darling Downs new revenue streams, delivering quality services into the future.

The Toowoomba Housing Hub will go through the piloting phase over the next twelve months and is likely to head towards the next iteration of its development (full co-location with the Toowoomba Housing Area Office). We and the other Partners will be developing and implementing an evaluation process while continuing our action research into a truly person centred approach to assisting people towards safe and sustainable housing solutions.

Opportunities to develop further housing and related support services will continue to be on our agenda with both NDIS supported Independent Living and social housing providing opportunities for further acquisitions.

I am hoping to assist the CEO to further develop the concept of a Public Ancillary Fund linked to our new parent entity. It is envisaged this will provide an excellent fund raising channel offering the opportunity for people to make a perpetual gift to the work of the organisation.

Final Words

I would like to thank my team of managers Helen, Rob, Melissa and Louise. Each of you contribute well beyond the call of duty to your areas as do your respective teams. I would also like to thank the Business Development and Fundraising Committee for your ongoing support and contribution to both the organisation and to me both personally and professionally. Finally I would like to thank Derek Tuffield for his ongoing mentorship and wise counsel on many things.

HUMAN & COMMUNITY SERVICES

Rachelle Patterson – Chief Operating Officer – Human & Community Services

THE TEAM

Chief Operating Officer, Human & Community Services
Rachelle Patterson

Senior Manager Toowoomba Western & Southern Downs
Kate Greener (exited February 2018)

Manager South West
Donna Lacey (exited December 2017)

Manager PIR
Jodie Edge

Program and Practice Coordinators
Debbie Olsen

Alison Smith

Sue Mollgaard

Senior Practitioners
Jenny Withnall (exited January 2018)

Jeanie MacDiarmid (exited December 2017)

Achievements

The Human Services Division has expanded rapidly over the past 12 months which resulted in a completely re-configured management structure within HSD. This resulted in the move away from the Manager and Senior Practitioner roles and the commencement of 5 highly skilled and experienced Program & Practice Coordinators with appointments in Toowoomba (2), Roma and Charleville and an additional one in Roma to manager the Safe Connections Program.

Each of the Program and Practice Coordinators and the Manger PIR reports directly to the COO HCS which has been very successful as a model as it allows staff to report to one person with all program and practice issues. The commencement of the Safe Connections program has seen an expansion of our suite of services into the Domestic and Family Violence sector with the employment of an additional 10 staff working across four locations including Cunnamulla where we are now operating two services where we have not been located for a number of years. By the end of this reporting period the Human Services Division was delivering 22 programs of which the new ones include New Access, Creative Coping and Safe Connections.

COMMONWEALTH FINANCIAL COUNSELLING

Service Profile

Commonwealth Financial Counselling & Financial Capability (CFC)
Provides assistance to people in financial difficulty by helping them address their financial problems, make informed choices and build longer term capability to budget and manage their money.

Financial Counselling for Problem Gambling (PG)
Offers targeted assistance for the delivery of financial counselling to support people affected by problem gambling.

Financial Counsellors provide direct case work and/or one-on-one support, including the provision of information, advocacy and/or negotiation, referrals to other services, community education, and networking/liaising with other service providers.

THE TEAM

Chief Operating Officer Human & Community Services
Rachelle Patterson

Program & Practice Coordinator
Alison Smith

Senior Practitioner (position restructured February 2018)
Jenny Withnall (exited December 2017)

Technical Supervisor
Mary McLean

Financial Counsellors
Bill McNaughton

Donna Neale-Arnold

Achievements

- Workshops provided to external agencies – Alcohol and Other Drugs Service, CatholicCare Family Relationship Centre, Tara State High School, Oakey State High School, Horizons Employment Service, Stanthorpe Daycare Centre, Care Goondiwindi, ER recipients, MHPN case study, Deadly Trackers Goondiwindi, Headspace Circle of Security.
- Strong referral networks throughout the community resulting in high ongoing demand for the service. Current ongoing link with CatholicCare Family Relationship Centre, Toowoomba to offer support for clients to deal with property settlements in a cost effective manner.
- Positive feedback from clients including a number of Thank You cards.
- Recognition by other services and businesses of the services provided by Financial Counsellors (e.g. Barefoot Investor article)
- Attendance at annual conferences:

  - Financial Counselling Australia Conference – Bill McNaughton, Donna Neale-Arnold

  - Financial Counselling Association Queensland – Bill McNaughton

Sign outside coffee shop at the 2017 Financial Counselling Australia Annual Conference in Hobart, Tasmania

- Client referrals often include debts from a wide variety of sources – home loans, personal loans, credit cards, and payday loans. Intervention provided has resulted in positive outcomes including:

  - Debt waivers through credit institutions

  - Addition of clients to the National Hardship Register

  - Assisting clients through Bankruptcy through Sequestration Order.
- Consolidating of outreach service provision to regional and remote locations to provide a more consistent and efficient service to communities and reduce the time spent travelling by staff.

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- The following new equipment has been purchased for staff in order to make their client and outreach work more efficient and effective:

  - Laptops

  - Mobile printers

  - FIXUS client management database

  - Refurbishment of client rooms in Toowoomba office

Challenges

- Increased demand for the service from the following:

  - the Business Services Wage Assessment Tool (BSWAT) Payment Scheme

  - financiers for their clients in financial distress

  - agencies with their clients reporting higher levels of financial stress

  - areas further out west than traditionally covered resulting in travel time increases for staff

  - clients with mental, physical and intellectual health challenges

- Issues associated with current market and national situation:

  - Cost of living increases not able to be accommodated by benefits or minimum wage

  - Extended wait times for Centrelink applications

  - Slow property market in country towns leaves vendors with little alternative than to accept lower prices when being forced to sell

  - drought is reducing amount of unskilled work available to local unemployed

- Problem gambling referrals continue to be limited due to an evidence based trend of low self-referral rates however education continues in regards to the financial problems gambling and other addictions can cause.

Presenting issues

- Increasing number of clients with the following issues:

  - Mortgage stress

  - Drought stress – especially services and employees reliant on primary industries

  - CALD community members are presenting with issues resulting from dubious financial arrangements.

  - Previously financially secure clients whose health issues are affecting their ability to meet their ongoing commitments.

  - Utility & phone bill/debt distress

  - Clients experiencing mental health issues that are impacting on their ability to keep to some of the arrangements we assist them to make.

  - Bankruptcy Petitions.

Observed trends

- Due to high unemployment rates in regional areas, once a client loses a job it is very hard to get back into other work without having to commute or relocate. The financial stress then negatively impacts on emotional and mental health, increasing demand on community and mental health service providers.

Sue Hamlet and Donna Neale-Arnold giving a Gambling Help & Financial Counselling case study presentation at a MHPN day.

Funding Body

Both of these programs are funded by the Commonwealth Department of Social Services.

CREATIVE COPING

Service Profile

Creative Coping is a 20-week skill building program to develop capacity of Participants in a group therapy model, to manage overwhelming thoughts and emotions, reduce distress and make life changes towards recovery. The four key skills are mindfulness; distress tolerance; emotional regulation and interpersonal effectiveness. Funding for this program is received through the PHN (Public Health Network) which commenced in early 2018.

THE TEAM:

Chief Operating Officer Human & Community Services
Rachelle Patterson

Program & Practice Coordinator
Alison Smith

Facilitators
Sarah Owens
Cath Leask
Katrina Marsh

Peer Support Worker
Suzanne Mullarvey

Achievements

- Funding was provided through the Darling Downs and West Moreton Primary Health Network Limited to facilitate a Creative Coping Course through Lifeline Darling Downs until June 2019.
- A Creative Coping facilitator was hired and planning for the implementation of this program commenced.
- Intake assessments have been completed for 18 potential participants.
- The first group commenced on August 9 2018 with an initial participant pool of 14 participants.
- The second group will commence on September 19 2018 and has been forecast to fill to capacity.
- Referrals continue to be made from a variety of local services, including Partner's in Recovery and local General Practitioners. The level of engagement and excitement from participants and the community has been high, reflecting the effectiveness of the DBT Skills Training model. Participants are able to be accepted every 6 weeks at the beginning of each new module.
- A Peer Support Worker, Suzanne Mullarvey, has been employed on a casual basis as a result of her lived experience as a participant who has completed the program. She has assisted in providing real life examples of the effectiveness of the skills taught and is an asset to the team and service provided to the participants.
- All facilitators have successfully completed a two day intensive Dialectical Behaviour Therapy with Megan Shiell, a registered Art and DBT therapist. The training provided a wealth of information to the team and has helped to design their service delivery.

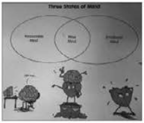
Challenges

- The group requires a weekly 2 ½ hour commitment and is currently only offered in the middle of the day. It has been identified that this time frame limits participants who are employed or have other commitments. The possibility of holding future groups at different times to make the group more accessible has been discussed.

Future directions

- Supervision and consultation will be sought from a DBT therapist for facilitators to enhance their skills.
- Further meetings and consultation between facilitators will allow for the modification and refinement of their delivery in order to provide the best experience possible for all who come into contact with the service.
- It is hoped that this program will be the first of many DBT skills training workshops which we can deliver in a variety of styles and settings to suit the needs of the community. The hope is to be able to provide access to this service to a diverse population in regards to age, gender, ethnicity, and socioeconomic status.

The image below is from a handout given to participants in the Mindfulness Module. It demonstrates Wise Mind, which is a synthesis of Emotional Mind and Reasonable Mind. It is taught that when one is in Wise Mind, they can make choices and act in a way that reflects a life worth living.



Funding Body

Primary Health Network (PHN)

COMMUNITY MANAGED MENTAL HEALTH – CHARLEVILLE (CMMH)

Service Profile

The program provides personalised assistance through tailored practical support, identifying referral pathways and appropriate linkage with services, monitoring this and reporting recovery progress.

Assisting people living with a mental illness to maintain relationships which facilitate independence and allow them to make decisions meaningful to them, the program aims to increase access and equity within a collaborative recovery model of psychosocial rehabilitation.

THE TEAM:

COO – Human & Community Services
Rachelle Paterson

Program & Practice Coordinator
Sue Mollgaard

Support worker:
Davida Melksham

Non-lifeline staff (Aftercare):
Christina Waldron (coordinator)

Roaseanne Burns (support worker)

The Charleville Lifeline Office weathers the first of a number of dust storms for the year – an unfortunate side-effect of the ongoing drought

Achievements

- Our program sees a number of clients entering and exiting with recovery plans that work for them.
- Sharing in the quiet success of clients – whether entering in the local agricultural show or Performing Arts Festival, or whether supporting them to negotiate changed Work for the Dole arrangements to fulfil their obligations in a meaningful way.
- LDAT – Local Drug Action Team foundation member.
- Keynote Speaker at Forum addressing Alcohol and Drug issues in our region.
- Mapping of Agencies and Services in our region alongside QPS.
- Being a part of the solution in a growing sea of confusion around NDIS.
- Continuous improvement of our physical environment in collaboration with clients through participation in the therapeutic garden and craft groups.

A successful community workshop "The Art of Public Speaking" offered great opportunities for CMMH participants to learn skills alongside others

Challenges

- Running groups with limited resources.
- The confusion around NDIS and also supporting clients when they are collating evidence for Access forms.
- Access to readily available counselling for clients who don't have family under 18.
- Drought/depressed business economy.
- Limited referral pathways due to other existing service providers already being at capacity.
- Trying to achieve the best outcomes for clients when services are often based elsewhere and the need is acute. Having clients wait weeks or months for a funded service can compound the client's issues.

Future directions

Ongoing support for those participants who are not eligible for NDIS. There is much confusion about who meets the needs of these people, and as a consequence many are falling through the gap. There is also a number of community members circling services and being bumped from service to service when they encounter difficulty with the application process.

Workshop facilitator Helen Everingham, pictured Centre with participants Lance, Charleville and Jenny from the Tambo district.

Funding Body

Queensland Health, in partnership with Aftercare

EMERGENCY RELIEF (ER)

Service Profile

This program aims to support people experiencing an unexpected short-term financial stress or crisis, such as loss of income, eviction, a personal tragedy, emotional upheaval or unexpected event. The Emergency Relief program aims to meet and relieve the community's needs with food, clothing and on occasion life threatening medication.

This program is partly funded by the Department of Communities, Child Safety and Disabilities Services.

THE TEAM

Administration Team Coordinator

Karen Murray

Administration Officers

Evlyn McKenzie

Judith Bacon

Sandy Neuendorf

Trainee/Volunteers

Ashleigh Cranitch

Gay Lambert

Achievements

- The board once again kindly approved extra money for the Emergency Relief (ER) program earlier this year. This meant that we were able to give out food vouchers on the days that we don't give out food parcels. This extra money enabled us to provide ER 5 days per week for a short period of time and has helped decrease the number of people being turned away without any help.
- We have had a donation of blankets, scarfs, gloves, beanies and knee rugs this year which has meant that we have been able to give these out to those who are either homeless or just need to be warm.
- We have signed up with a company called Second Bite who work alongside the big supermarkets e.g. Coles – we have been able to access extra bread and sometimes vegetables on a Monday and Wednesday which clients are able to access in reception. We are very grateful to our volunteers who pick up the bread on these days and deliver to our Russell St office or Stephen St Distribution Center.
- A big thankyou to the volunteers who pack the food boxes 3 days per week.
- We also partner with Oz Harvest and when there is availability they have been dropping off bread and vegetables to reception.
- Christmas 2017 we provided over 600 food hampers
- Adopt a family – A big thankyou to businesses and individuals in our community who provided 74 Christmas hampers to families that our programs support.
- Data for the period of July 1 2017 – June 30 2018

Food Parcels Issued	People Turned Away	Clothing Vouchers	Homeless
804	1078	42	50

Challenges

- Our challenges are not being able to help everyone who presents at reception for ER support due to lack of funding.
- Being aware of compassion fatigue for reception staff is always high on our agenda. It is hard not to avoid feeling compassionate for those in need and feeling like you would like to be able to offer more.

Future directions

- Every year we see an increase in demand for Emergency Relief therefore we believe the need will continue to grow. We will continue to support as many families and individuals as possible.
- We will partner with Metro again this year to provide Christmas hampers to our community.

Funding Body

Department of Communities, Disability Services and Seniors

FAMILY AND CHILD CONNECT – ROMA AND CHARLEVILLE

Service Profile

Family and Child Connect is a service that provides information and advice to people seeking assistance for children and families where there are worries about their wellbeing. Families who find themselves in need of support can also contact Family and Child Connect for help. Family and Child Connect is a non-profit service designed to support vulnerable families by providing information, advice and assessment. The service actively engages with families and refers them to the most appropriate support service. Where a family has multiple or complex needs and is willing to access support, Family and Child Connect can refer them to an Intensive Family Support service. This program is provided in partnership with Mercy Community Services.

Family and Child Connect links families to service providers to provide support in the following areas:

- Develop parenting skills and manage child behaviour
- Build better relationships between family members
- Deal with violence in the home
- Budget and manage finances
- Manage alcohol, drug and gambling problems
- Access housing, health care or other community or government services

THE TEAM:

COO – Human & Community Services
Rachelle Paterson

Program & Practice Coordinator
Sue Mollgaard

Child Counsellors
Ruth Moran

Adelaide Barber

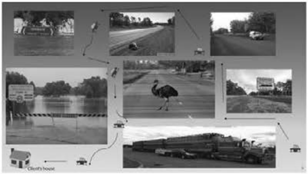
Paula Boyle

Achievements

- Working together with all networks in the region brings about success.
- Preserving safe work practices while travelling within a large region and working in unfamiliar home environments.
- Building positive relationships within indigenous communities to deliver sustainable outcomes for vulnerable families.
- Maintaining and expanding networks and referral bases within the South West region.
- The team continuing to remain dedicated to providing the best possible outcomes for clients.
- The South West team consistently attains a higher success rate of engaging non-consenting clients when compared with other regional counterparts.
- The Far West Local Level Alliance with Jane Williamson (Mercy) as Facilitator has been a success with more focused goals, especially around Education.

Challenges

- Recruiting is limited given the need for potential employees to have minimum education qualification of diploma or above.
- The vastness of the region and the subsequent long distances constantly travelled.
- The limited quantity of services in the region.
- Maintaining client engagement whilst on wait-lists for referred services.
- Due to the remoteness of the region the professional demographic is typically transient which negatively impacts the continuity of care.



A typical client visit trip

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Future directions

- Advocating for an increase in supply to meet the demand for services in the region.
- Continual Promotion of program via community services e.g. police, health and education, to encourage and increase referral numbers and attending Communities activities
- Apprising government at local and state level of the needs and requirements of the population in rural and remote Queensland.

Our Partners

Funding Body

Department of Child Safety, Youth and Women

FAMILY INTERVENTION SERVICE

Service Profile

The Lifeline Family Intervention Service (FIS) aims to provide a holistic response to families whose children are at imminent risk of out of home placement or requiring reunification following a period of out of home care to address issues relating to, but not limited to, child protection concerns. By providing practical and emotional support and counselling, families are offered opportunities to make informed decisions about, and change for, their future.

THE TEAM:

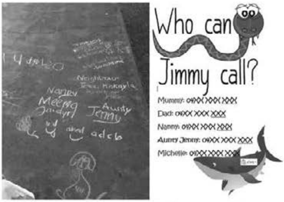
COO – Human & Community Services
Rachelle Paterson

Program & Practice Coordinator
Deb Olsen
Jeanie MacDiarmid (Exited Jan 2018)

Family Intervention Workers
Sally Sciarrone
Grace Slatter
Phillipa Riggs
Pam Delander (Exited Oct 2017)
Mal Shepherd (Exited Oct 2017)
Toni Park (Exited December 2017)

Achievements

- Since July 1 2017 the service has worked with 46 families comprising 65 adults and 117 children. This number includes a total of 9 Indigenous families. 22 cases have been closed during the year with a total of 18 families closed after successfully resolving all child protection concerns.
- Despite having a complete change of staff in 2018, Lifeline FIS has maintained and further developed a positive working relationship with Child Safety Services staff in both North and South Service Centre's and Western Downs Investigation & Assessment Centre. In addition to this, Lifeline FIS has continued to develop and maintain open and positive relationships with a range of stakeholders including youth workers, school staff, EVOLVE therapeutic practitioners, St Vincent's and Ozcare Housing Services.
- Lifeline FIS has commenced a working relationship with the WDIA office, who conduct the Child Safety investigations and assessments on families reported to the department. A strong relationship with WDIA has led to families being referred earlier which allows FIS to be part of the initial case-planning prior to handover to the Ongoing Child Safety Intervention teams (IPA/Interim/Short-Term). This allows rapport to be developed earlier, as well as both families and Child Safety having a clear understanding of how the Family Intervention Service can support the families through the preservation/reunification process, with the goal of increasing safety, keeping families together and a shorter and less-intrusive Child Safety intervention for families.



Example of work done with 5yo around safety.

- With a completely new staff starting in the program it has been essential for the new team to continue to upskill and ensure they are using contemporary and relevant tools and strategies to ensure best practice while working with families. All staff have embraced opportunities for development and in the first half of 2018 the team has been supported to attend:

  - STARS Screening Tool for Assessing Risk of Suicide;

  - Recognising and Responding to Domestic and Family Violence;

  - Applied Suicide Intervention Skills Training;

  - 123 Magic and Emotion Coaching practitioner training;

  - PACE training;

  - DVAC Risk Assessment Practice Forum;

  - Childhood Trauma Conference in Melbourne in August 2018.

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FIW Sally Sciarrone attending Fire Safety training with Craig Lincoln

Challenges

- The team experienced a complete change of staff with all current FIS case workers beginning in December 2017 and January 2018, and the new Program & Practice Coordinator (PPC) role commencing in February. While each FIS worker brought previous experience from different areas, none had worked in this space before. However this did prove to have benefits for the organisation, as the PPC had the opportunity to focus training towards producing detailed and objective case notes, accountability for the work the FIS workers are doing with the family at each visit and ensuring there are clear and specific goal plans as active documents, clearly outlining the role and capacity of our workers to Child Safety in order to work towards better outcomes for families.
- When the long term FIS staff retired from the program towards the end of 2017 there were a number of challenges around managing current caseloads until the new workers could be brought into the program. This led to decisions to close some families and others were transitioned to a number of different FIS workers so they could be 'held' until the new worker could start, which is not ideal when the aim is to build strong consistent working relationships with families.
- During this year Lifeline FIS had the poignant experience of simultaneously having two families experience significant developmental troubles with pregnancies, where both families were aware their babies would not survive birth. While both had very different presenting issues, this was a confronting time for workers to step outside the 'day to day' life of a Family Intervention Service and work thoughtfully, considering this sensitive and confronting experience for the families. Both families have since closed, where one family made the decision to safety-plan their children to the grandparents and the other met their Child Protection goals and the children remained in their care. Through the strong support of colleagues in the FIS team, both FIS workers were able to compare their experiences and realise that the families, despite their varying circumstances and outcomes, felt that their baby's births had purpose in their lives. It was incredible to witness the strength both families showed throughout this period. Despite the historical (and current) tough times in their lives which had warranted child safety involvement, both families were able to navigate the difficult news regarding their pregnancies without succumbing to previous addictions or unhealthy coping strategies. The fact that they were able to continue putting their children's needs first and eventually had their cases closed with Child Safety was a testament to the amazing supports of family and friends as well as the strong working relationship between FIS and Child Safety.

Future directions

- Supervision and comprehensive case reviews is a particular focus for FIS moving forward, with a particular focus on further development of staff professional practice frameworks.
- Continued training and development in current Domestic and Family Violence best practice as well as comprehensive training in attachment theories such as Circle of Security have been identified as current gaps that will the team will address over the next 12 months.

Funding Body

Department of Child Safety, Youth and Women.

FAMILY INTERVENTION SERVICE (FIS) - CHARLEVILLE

Service Profile

The Lifeline Family Intervention Service (FIS) aims to preserve families where a child (or children) remains living at home under ongoing intervention by Child Safety Services. The service also assists in the reunification of a child (or children) with their family from an out-of-home care placement where it is determined to be in the best interest of the child.

THE TEAM

COO – Human & Community Services
Rachelle Paterson

Program & Practice Coordinator
Sue Mollgaard

Family Intervention Workers
Pam Walker

Achievements

- Since 1 July 2017, the FIS service has worked with 15 families comprising 60 children and 30 adults.
- 11 cases have either been closed or left the region during the year with 9 of those families successfully resolving all child protection concerns. The worker successfully reunified 1 family as well as preserving 4 families over the last 12 months.
- The FIS continues to have a generally positive working relationship with the Department staff in the Charleville Service Centre.
- Worker has attended relevant professional development workshops over the last 12 months including further workshops on attachment as well as trauma-informed practice when working with Indigenous families.
- The brokerage this year has allowed FIS to provide families with household items, furniture and other practical support to allow for a better result for families reunifying or preserving.

Challenges

- ICT issues when attempting to contact Toowoomba FIS to link into support meetings.
- The issues of families that work with FIS remain complex, with substance abuse and domestic & family violence a major trend within these families.
- We receive referrals from the Department requesting we work with families who may reside up to 2 hours and more travel from Charleville. This is a real challenge as travel hours are not counted in the output hours thereby creating a difficulty in reaching target hours if a service works with a number of families in outlying areas.
- Explore further relevant training for staff to assist the service to have a variety of strategies to work with complex families in rural and remote Queensland.
- Strategic planning in regards to best practice in working with families in remote areas.

Funding Body

Department of Child Safety, Youth and Women

FAMILY LAW PATHWAYS

Service Profile

Funded by the Attorney-General's Department, the Family Law Pathways Network (the Network) is part of a suite of post-separation services with a primary focus of family law. The Network aims to help professionals operating in the family law system to better collaborate and therefore improve overall assistance provided to separating and separated families at the local level. The Network has a Steering Committee with membership from a number of professional areas including law, human services, mediation and family dispute resolution, education and child consultants.

THE TEAM

Chief Operating Officer Human & Community Services
Rachelle Patterson

Program & Practice Coordinator
Alison Smith

Senior Practitioner (position restructured February 2018)
Jenny Withnall (exited December 2017)

Network Coordinator
Gail Sanderson

Achievements

- Steering Committee members volunteered the equivalent of $102,960 (in-kind support) to support network activities. This figure is significant, given annual funding is $49,500.
- An information and referral service operates alongside Federal Circuit Court sitting dates with strong support from the judiciary, senior legal practitioners and independent Children's Lawyers. This service is staffed wholly by practitioners who volunteer time and expertise to identify and respond to unmet need.
- Nationally-significant research was commissioned by the Steering Committee to investigate the value and worthwhileness of networks. USQ has volunteered the services of an Associate Professor and PhD student (School of Law and Justice) and humanities lecturer. USQ are donating time and expertise to design and roll out an online national survey which will be followed up by individual interviews. This will be peer-reviewed and likely published.
- A strong professional development program continues to be delivered to local practitioners. A highlight was the presentation in September 2017 by Professor Jennifer McIntosh. Her specialty is working with parents in entrenched conflict, and dealing with the effects of this on young children. Professor McIntosh's model of intervention has been adopted by the Family Court in Singapore and other jurisdictions in the UK.
- The Network coordinator attended the national conference in March 2018 which contributed significantly to understanding and responding to priority issues.

Challenges

- The Department of Attorney-General has flagged that funding is not guaranteed past June 2019. Results of the USQ research will create a strong platform for all networks to lobby decision makers.

Future Directions

- Given the uncertainty of the future of the program, network activities will be confined to court support work and professional development activities in the first half of 2019.
- An Australian-first initiative will hopefully be launched in 2019. Delta Therapy Dogs will provide a court support service to reduce the inevitable stress involved when parents need to appear in court. The network is actively fundraising to cover the annual cost of $15,400. Once bedded-in, this therapy service could be extended to cover attendances at DV court, Children's Court matters and criminal matters.

Professor Jennifer McIntosh Masterclass at the Toowoomba Library in September 2017.

Funding Body

Attorney General's Department

FAMILY COUNSELLING

Service Profile

The Family Counselling Team provides a range of professional counselling services for individuals, couples, families and children. This program is funded by Lifeline Darling Downs & South West Queensland Ltd.

THE TEAM

Chief Operating Officer Human & Community Services
Rachelle Patterson

Program & Practice Coordinator
Alison Smith

Senior Practitioner (position restructured February 2018)
Jeanie MacDiarmid (exited January 2018)

Counsellors
Kim Coleman

Katrina Marsh

Kellie McDonald

Achievements

- This program continues to be in high demand for counselling from the community reflected in the following figures:
  - New Enquiries: 193
  - Total Sessions: 675
  - Clients in Sessions: 261
- Clients continue to present with a broad range of issues:
  - Grief and Loss
  - Trauma
  - Domestic and Family Violence
  - Child Behavior
- Clients exiting the program report improved relationships, stronger attachments and reduced conflict through counselling and the increased ability to use a range of reflective strategies in their relationships and parenting.
- We continue to receive referrals from Goolburri Aboriginal Health Advancement and support Aboriginal and Torres Strait Islander community members to access our services.
- Continued review and development in the following areas:

  - Program model –individual case review processes for all counsellors to increase support of counsellors and clients in complex client work.

  - Intake procedure – use of an initial intake phone call to determine appropriateness of referral and support needs of the client.

  - FIXUS database – Planning, development and training phase. FIXUS will be used to improve the Client Information and Records Management processes.

  - Monthly reflective practice with other counselling team members to encourage reflection and shared learning. Previously this was done in separate teams.
- With the additional employment of Kellie McDonald for 8 hours per week, program staff are now able to meet the demands from the community for specialist children's counselling.
- Staff have attended conferences and training that has increased awareness of up to date research and current best practice.
  - Certificate in Sandplay Therapy and Symbol Work – Katrina Marsh
  - **123 Magic and Emotion Coaching** – Kim Coleman, Katrina Marsh
  - Screening Tool for Assessing Risk of Suicide – Kim Coleman, Katrina Marsh, Kellie McDonald
- The refurbishment of the counselling rooms has meant that we are now providing comfortable and client focused spaces for working with couples, parents and children.

Challenges

- Complexity of presenting issues.
- Adjustment of the intake process to reflect parent/child inclusion as the demand for Children's counselling increases.

Resource used with Parents from the 123 Magic and Emotion Coaching training program.

Funding Body

Since 1 January 2017, this program has been 100% funded by Lifeline Darling Downs & South West Qld Ltd

FINANCIAL RESILIENCE AND LITERACY PROGRAM

Service Profile

The Financial Literacy and Resilience program has an early intervention focus, assisting people to address their financial problems before they reach crisis point. This program also offers financial counselling support to individuals and couples whose finances are affected by crisis, personal issues and trauma.

THE TEAM

Chief Operating Officer Human & Community Services
Rachelle Patterson

Program & Practice Coordinator
Alison Smith

Senior Practitioner (position restructured February 2018)
Jenny Withnall (exited December 2017)

Technical Supervisor
Mary McLean

Financial Counsellor
Vivienne Ambrosiussen

Financial Resilience Worker
Kath McUtchen

Achievements

- A high number of clients achieve positive outcomes from engaging with the service for resolution in areas such as:
  - Debt waivers
  - Manageable payment plans
  - More suitable telecommunications and energy plans
- Outreach service provided to clients in Miles, Chinchilla, Tara, Jandowae and Roma.
- Support to clients of referring partners in outreach areas.
- Continued development and maintenance of relationships with outreach referring partners, especially in rural areas.
- Provision of group work in schools and the community by the Financial Resilience Worker. Referrals increasing due to the positive word of mouth about this service provision.

Challenges

- Client demand continues to be high and complex financial or debt matters can take a significant amount of time to work through in advocating for the client. Providing ongoing client support whilst meeting this need can be difficult for staff.
- The outreach requirements of this service mean that both staff members travel long distances and are required to meet continued service outputs without counting travel time.

Presenting Issues

- Unmanageable household debt
- Unsuitable telephone contracts or plans
- High energy bills
- Multiple consumer leases
- Long term unemployment
- Mortgage stress, especially in areas affected by mining downturn

Observed Trends

- Clients being sold multiple consumer leases, due to targeted advertising from retailers to vulnerable customers with poor credit rating. The option for the Centrelink Centapay (direct debit) option.
- Small amount loans ("pay day loans") accessed by vulnerable clients for living expenses.

Case Study

- A remote client presented seeking support with the following matters:
  - Two credit card debts totaling more than $50,000
  - Aged pension (only income)
  - No assets
  - Recent terminal illness diagnosis
- Client reported that they were unable to manage living and medical expenses while making credit card repayments.
- Financial Resilience Worker and Financial Counsellor worked with the client to bring about the following outcomes:
  - Developed manageable living expenses budget

- Supported client to access the essential documents required to begin advocacy

- Advocated on the behalf of the client to have the credit card debt waived

Future Directions

- Plan for increased connection with Aboriginal and Torres Strait Islander and CALD groups in Toowoomba and outer regions.
- Increased collaborative work with Domestic Violence Action Centre and other support services.
- Continued workshops and presentations to schools and other community and government organisations.

Newly refurbished Financial Counselling Rooms in Toowoomba office.

Financial Resilience Worker – Kath McUtchen travelling to Roma for outreach service provision.

Funding Body

Department of Social Services, (Commonwealth)

GAMBLING HELP TOOWOOMBA & SOUTH WEST

Service Profile

The Gambling Help Service is a free confidential counselling service for anyone affected by problem gambling. Gambling has far reaching impacts, not just on the individual but on family, friends, work, study, finances, a person's health and wellbeing. The Gambling Help Service also offers free training and education to schools, community organisations, and other services raising awareness of problem gambling.

THE TEAM

Chief Operating Officer Human & Community Services
Rachelle Patterson

Program & Practice Coordinator
Deb Olsen

Jenny Withnall (exited December 2017)

Counsellor/Community Educators
Katrina Marsh (Moved 2018 to Positive Relationships Program)

Kellie McDonald (Moved 2018 to SCaSP & Family Counselling programs)

Sue Hamlet

Financial Counsellor
Mary McLean

Community Educators
Peter Nightingale

Sue Hamlet (changed roles to become a Gambling Help Counsellor in 2018)

Kim Tubb

Achievements

- The Gambling Help team manage to service a huge area which includes towns such as Charleville, St George, Surat and Stanthorpe highlighted in the map below.

- The Community Educators and Counsellors continue to strengthen rapport with venues and community stakeholders by regularly visiting communities and joining with local events. Their work can include attending interagency meetings and raising awareness about problem gambling through educational presentations to schools, service providers and community groups throughout the region.
- Staff have been trained in delivering The Tree of Life program as well as Smart Recovery and have been active in delivering these very beneficial programs wherever possible. The Tree of Life program has been very well received in rural areas, in particular within the Aboriginal and Torres Strait Islander communities.
- During the past year, Gambling Help have continued to strengthen their collaborative relationship with local drug and alcohol rehabilitation centre, Sunrise Way, which is based in Toowoomba. This is particularly relevant for the Gambling Help program due to the known high comorbidity that presents with problem gambling to both other addictions and mental health. Gambling Help visits fortnightly to work directly with the group on dealing with gambling addiction or to prevent gambling becoming a problem. The groups have continuously worked hard and the positive feedback, for example statements such as 'I feel valued in the group and learn a lot about myself as well as being given the opportunity to support others' and 'I feel more hopeful for the future', reflects what is taken away from the group process. For those whose primary addiction is gambling, face to face counselling is also provided. Sunrise Way has piloted participants having problem gambling as a standalone addiction, so far with success, it has been valuable for Gambling Help to be part of this process.
- The 'Keep the Balance Your Way' action research project was implemented within the Aboriginal communities in St George and Cunnamulla and has worked towards putting problem gambling 'on the table' as a public health issue in these towns, and increased awareness of the need for problem gambling screening in conjunction with other services and programs. Another initiative to come out of this project was the need to reduce barriers to help-seeking by offering less formal 'client counselling sessions' by providing options for counselling in Indigenous communities

to include home visits, 'yarning' by the river, etc. This project was funded by the Gambling Help Innovation Fund 2017-18, Department of Justice and Attorney-General.

Gambling Help Presentation Materials

Challenges

- There is an ongoing challenge around building and maintaining service collaborations in remote areas due to the hours of travel required to connect with these communities. Community Educators work very hard to visit as often as possible and utilise technology wherever possible to improve these connections.
- Increasing the incidence of problem gambling screening in allied health settings is an ongoing challenge as 'problem gambling' is often not recognised as a serious public health issue akin to problems around mental health, alcohol, drugs and smoking.
- A continuous challenge for Gambling Help staff is working with venue employees to upskill in how to; identify if someone is struggling with their gambling habits and approach patrons they feel may be impacted by problem gambling. Following a recent pilot program based at the City Golf Club in an attempt to engage immediate counselling for patrons negatively impacted by gambling with no response, the manager has asked Gambling Help to organise and upskill their staff in the above.

Future directions

- Further develop collaboration and capacity building with service providers in remote towns to increase options for those seeking face to face support for problem gambling.
- Increasingly attach the safe gambling message to other activities that are less stigmatised e.g., sports, culture etc.
- Seek commitments from allied health and/ or service providers to incorporate problem gambling screening into other health checks.
- Increased options for less formal counselling sessions.
- Incorporate creative approaches to raising awareness about what 'safe gambling' can look like.

Funding Body

Department of Communities, Disability Services and Seniors

Partnerships

We acknowledge our partnership with Relationships Australia Queensland

IAS TRACKS TO SUCCESS, St GEORGE

Service Profile

The Tracks to Success program is delivered in line with the Australian Government's Closing the Gap which aims to improve the lives of Aboriginal and Torres Strait Islander Australians. This program specifically focuses on the education Targets of Closing the Gap by creating pathways for progression and success with the focus to increase educational engagement and retention rates for Aboriginal and Torres Strait Islander children.

The Tracks to Success program is funded under the Indigenous Advancement Strategy (IAS) and is facilitated by a mentor that provides assistance and support to disadvantaged families and children who are at risk or have completely disengaged from school or education.

THE TEAM:

Chief Operating Officer Human & Community Services
Rachelle Patterson

Program & Practice Coordinator
Susan Mollgaard

Mentor
Jasmine Clevins

Achievements

- This program reached the end of one funding agreement in December 2017. Lifeline was successful in applying for a funding round to December 2019.
- At the commencement of the new funding period on January 2018, it was identified that the program structure and model required evaluation and redevelopment. All team members worked collaboratively to evaluate the program structure, re-design forms and documentation to ensure relevant and accurate information is obtained from clients. The subsequent trial of these new documents has proven to be successful.
- Tracks to Success St George has supported a total of 12 families and 26 children since January 2018. Many of the families that have been supported were acknowledged to have a diversity of issues and difficulties however school engagement was the issue most raised. Children were not engaging in school because of parental poverty, trauma and grief and loss issues within the community.
- Our team has developed a positive working relationship with St George schools around the school engagement issue. This issue has been resolved by the mentor running a bus in the mornings to assist children to attend School.
- The majority of the referrals are self-referrals with some coming from the school. This has reduced the incidence of absenteeism by 90%.
- Our Mentor is now working three mornings a week at the school and is continuing programs in the afternoon at the Lifeline office.
- Lifeline mentor has built significant relationships with the Police, Goondir Health Service, Aboriginal Housing and the Big Buddy programs and continues to maintain these wherever possible. This is achieved by joining in activities provided by all the services, being on numerous committees and being a role model by providing administration, coaching and transport for sport activities for the younger children. This support not only builds partnerships with services and children but correspondingly with parents.
- Lifeline Darling Downs provided funding to the NAIDOC Committee for activities during the week. NAIDOC celebrations included: Flag raising and march, Family fun day, Netball games, Day and Night bowls and a morning tea celebrating esteemed indigenous women throughout the region, who 'Because of her we can' provides the backbone of this community.
- There has also been a partnership established with Vital Health who has a visiting speech therapist. Lifeline mentor will work in conjunction with this service to ensure the children who have identified speech problems receive the treatment required.
- Youth engagement programs are run throughout the school holidays to enable the children to retain friendships, have fun and give their parents a break.

Challenges

Sorry Business has greatly impacted the Indigenous community in St George this year. The community has lost 4 teenagers in a 10 month period. Our mentor at times has to put her own grief aside in an effort to be accessible to the wider Indigenous community.

Future directions

Sustained development of all collaborative pathways. Especially, educational services and departmental stakeholders.

To continue to promote the program via all sections of the community e.g. police, health and education, to encourage and increase referral numbers.

Funding Body

The Office of the Prime Minister and Cabinet

School holiday fun

IAS -TRACKS TO SUCCESS TOOWOOMBA

Service Profile

The Tracks to Success program is delivered in line with the Australian Government's Closing the Gap which aims to improve the lives of Aboriginal and Torres Strait Islander Australians. This program specifically focuses on the education targets of Closing the Gap by creating pathways for progression and success with the focus to increase educational engagement and retention rates for Aboriginal and Torres Strait Islander children.

The Tracks to Success program is funded under the Indigenous Advancement Strategy (IAS) and is facilitated by a mentor that provides assistance and support to disadvantaged families and children who are at risk or have completely disengaged from school or education.

THE TEAM

Chief Operating Officer Human & Community Services
Rachelle Patterson

Program & Practice Coordinator
Alison Smith

Senior Practitioner (position restructured February 2018)
Jenny Withnall (exited December 2017)

Mentors
Judy Kirby (exited March 2018)
Keyarna Knights

Achievements

- This program reached the end of one funding agreement in December 2017. Lifeline was successful in applying for a funding round to December 2019.
- At the commencement of the new funding period on January 2018, it was identified that the program structure and model required evaluation and redevelopment. All team members worked collaboratively to evaluate the program structure, re-design forms and documentation to ensure relevant and accurate information is obtained from clients. The subsequent trial of these new documents has proven to be successful.
- Tracks to Success Toowoomba has supported a total of 14 families and 33 children since January 2018. Many of the families that have been supported were identified to have a variety of issues and complexities ranging from situational poverty, intellectual disabilities, trauma, grief and loss. Other support has included purchasing essential items such as uniforms and textbooks to alleviate some of the financial stress on parents and care-givers.
- Our team has developed positive relationships and referral pathways with many schools and education departments within the community. Engagement has taken place through various meetings and conversations with teachers and stakeholders resulting in more effective communication between children, young people parents and teachers.
- Lifeline Darling Downs funded and had the privilege to attend the NAIDOC women's high tea during NAIDOC week. Aboriginal and Torres Strait Islander women and children celebrated the theme 'Because of Her We Can'. Women, Children and Special Guest Speakers attended the event to recognise the valuable contributions that have been made by Aboriginal and Torres Strait Islander women not only to the community, but their families and throughout history.
- Lifeline continues to support the Indigenous Whaddup Program through the provision of funding for the bus service. The weekly youth program is run through CatholicCare for young people, aged 10 – 17, and aims to reinforce the importance of making healthy lifestyle choices and deter youth from engaging in high risk taking behaviours. The program is well supported by elders, parents and volunteers within the community. Participant numbers are steady with a successful number of youth remaining engaged in the program throughout the duration of the term.
- Lifeline was lead agency for the community response to Indigenous community members affected by a significant number of related arrests and suicides that followed the murder of a local woman. The impact of these events was enormous and prolonged. Lifeline and the Tracks to Success program was able to provide funding, support and referral to those affected as requested

Challenges

- Sorry Business has greatly impacted the Indigenous community across our entire footprint this year. This has affected the wider Indigenous community and also the retention and engagement rates of clients within the program who have been directly impacted by the loss of multiple family members.

- This program has experienced a high number of referred clients who have been difficult to engage in the program. Efforts have been made to engage, build rapport and develop case plans to address families and children's needs but lack of availability of family members has made this challenging.

Future directions

- Continued improvement of collaborative pathways with relevant educational services and departmental stakeholders.
- Ongoing advocacy to assist families to utilise mainstream services more effectively and improve their communication and articulation skills in order to receive appropriate support.
- To continue to promote the program via community services e.g. police, health and education, to encourage and increase referral numbers.
- Develop strategic plans to retain engagement from future clients to ensure effective service delivery is achieved to a high standard.
- Development of school holiday programs with collaboration of other services.

Funding Body

The Office of the Prime Minister and Cabinet

NAIDOC celebrates women

The Chronicle 7 Jul 2018

Enjoying the NAIDOC Week high tea are (from left) Biddy Gibbs, Zona Martin and Joyce McCarthy

ABOUT 50 women gathered at the Inbound Cafe at Toowoomba Railway Station yesterday to enjoy a morning of snacks, tea and coffee and cultural discussion.

The NAIDOC high tea was arranged as part of NAIDOC Week celebrations which run until next week.

The morning tea included guest speakers and took on special significance as this year's NAIDOC theme was celebrating women under the banner "Because of her, we can!"

Angela Trindall (left) and Sharmaine Sedeck catch up during the NAIDOC Week high tea.

About to hop into some high tea at Inbound are (from left) Taleah Wilson, Marlene Scofield, Daphne Jackson and Jane Jackson.

NAIDOC Week 2018 celebrates the invaluable contributions that Aboriginal and Torres Strait Islander women have made – and continue to make – to our communities, their families, their rich history and the nation.

Faityn Wilson ready to capture photographs at the high tea.

At the NAIDOC high tea are Shenna (left) and Liz Wilson.

Chatting over high tea are (from left) Glenda Humes, Dorothy Burton and Emily Montgomery.

CELEBRATIONS

Celebrating the finalisation of the Lifeline Darling Downs & South West Qld Ltd EBA

Derek Tuffield celebrates 30 years' service to Lifeline

Cyril Leitch and Sue Madden celebrate their many years' of service to Lifeline

PEOPLE AND PLACES

Susan Stevens, Jodie Edge and Lucille Hill – Partners in Recovery

Jodie joins RFQ staff for Pets and Pizza Friday

Judy Kirby, IAS Mentor, enjoys a picnic lunch with the children who also get their faces painted

Solar Panels on the roof at St George

DONATIONS

Batting for Lifeline – Order of St John of Jerusalem Knights Hospitaller cheque presentation

Count Charitable Foundation make a donation to Loads of Love

Michael always drops off a ute load of gifts for children at Christmas time

More Christmas cheer

Hungry Jacks donate to Loads of Love

Picnic Point are the first to install a Tap and Go to raise funds for LDDSWQL

AROUND THE TRAPS

Scenes from the DC

The Lifeline Emporium Store

LIFELINE AUSTRALIA SESSIONS 2017 COMES TO TOOWOOMBA

Derek Tuffield opens Lifeline Australia's Sessions - July 2017

Lifeline Centres from around Australia attend Sessions in Toowoomba

John Brogden speaks at Sessions

Suicide Prevention Symposium – July 2017

STAFF AND CLIENTS CELEBRATING TRANQUILLITY CARE SERVICES' FIRST BIRTHDAY

MARANOA YOUTH SUPPORT SERVICE - ROMA

Service Profile

Maranoa Youth Support program is a local community based service assisting young people in overcoming personal and social barriers to achieving greater social and economic participation in their local community. The youth support worker endeavours to assist and encourage youth to engage in the development of their personal safety, wellbeing and engagement in education or employment. Young people accessing the service are supported to develop the skills needed to improve their quality of life and provided with practical assistance to gain the skills they need to positively change their future and reach their goals.

The Maranoa Youth Support Worker has two specific funding requirements for youth support – Access (Advice Information and Referral) and Support (Case Management).

THE TEAM

COO – Human & Community Services
Rachelle Patterson

Program & Practice Coordinator
Sue Mollgaard

Youth Support Workers
Ashlea Cook (contract ended)

Brad Graham (internal transfer)

Achievements

- The youth support role is an important role in the community with referrals coming from numerous agencies including but not limited to:
  - Family and Child Connect
  - Department of Education and Training
  - Local Private and State Schools in the Maranoa
  - Maranoa Regional Council
  - Mental Health Services and GPs
  - Law enforcement services including local police, Probation and Parole, and Youth Justice
  - Centrelink
  - Various family and indigenous support services
  - After Care Mental Health Service
  - Employment and training agencies
  - PCYC
  - Family and friends of young people
- Building networks and stakeholder relationships to assist with the referral of young people from the Lifeline service, specifically Roma and Mitchell. These networks and referral bases are difficult to build and maintain, yet play a vital role in the outcomes of young people being assisted by the Maranoa Youth Support Worker.
- The support of the youth interagency meetings, a youth specific group of community service agencies, created to specifically target and assist youth at risk and engage them in more than one support service. This group has seen an improvement in information sharing, program successes, referral options and youth engagement.
- Positive client outcomes with young people having more positive relationships with families and engagement in education and employment. There have been a number of referrals from family members who have friends who have engaged with the Lifeline Youth Support worker and have recommended contact.
- The Youth Support workers have had close involvement with the 'Get set for Work' programs in Roma for disengaged youth and adults. These programs provide training to existing clients, and ongoing referrals to the service of clients with varying degrees of support needs.
- Participation in the following training:
  - ASIST suicide intervention
  - Genogram Training
  - YPAD – Young People and drugs
  - Drug and Alcohol First Aid

Challenges

- The culture of alcohol (drug) abuse in rural communities among young men in particular.
- The expected target number of clients as per funding requirement guidelines is difficult to meet, especially if young people accessing the service have complex needs.
- The remote towns of the Maranoa (especially Mitchell) have extremely limited options or services/agencies for youth to access,

especially those who are disengaged from school. This makes referral options limited and requires more intensive case management support of youth worker as well as transport.

- Lack of alternative/specific services to refer clients to.
- Lack of alternative education/employment options for youth who have been expelled or are disengaged from school.
- Limited entry level jobs for young people transitioning from school or those which are disengaged.
- There are no programs available in the Maranoa to disengaged youth that equips them to increase their literacy and numeracy skills.

Future directions

- To establish a supported housing program for homeless youth where they can live independently with support to develop necessary social skills for living and functioning effectively in community.
- To establish, in conjunction with Men's Shed organisation and possibly work for the dole, a program to develop skills with tools and hardware while building basic furniture items.
- To establish a supervised drop-in centre where young people can find out about/connect with support services.
- To establish an accessible literacy program that will help disengaged youth access employment and training.
- To establish a mental health awareness program based on CBT and Positive Psychology that may keep young people from engaging in risky behavior including drug and alcohol abuse.

Funding Body

Department of Child Safety, Youth and Women

NDIS AND THE DEVELOPMENT OF TRANQUILLITY CARE SERVICES

THE TEAM

Manager Service Development (NDIS)
Melissa Volp

Support Coordinators
Paige Wilkinson, Karen Parker, Deb Loxley and Lee-Anne Wieland

Direct Support Workers
Kelly Friend, Jocelyn Marquez, Nicole Baker, Brett de Costa, Tricia Barlow, Annebelle Espero-Beahan, Eric Gosoe, Callum Hart, Nishani Kumarasingel, Abraham Marbior, Stewart Miratana, Jeremy Olofsson, Lawrence Volp, Amillia Wilkinson, Tracy Wilkinson and Kathryn Willett.

Lifeline Darling Downs staff delivering NDIS services
Davida Melksham

Tranquillity Care Services has continued to develop rapidly over the last 12 months. Our goal as an NDIS support provider is to ensure participants living with a disability are supported to achieve the goals outlined in their NDIS plan with the intent that participants should have as much choice and control over their life choices and how supports are delivered as possible.

TRANQUILLITY CARE SERVICES (TCS) CURRENTLY DELIVER SUPPORTS IN 3 MAIN AREAS:

Plan Management is the processing and organisation of the financial and administrative aspects of the plan, such as paying supplier invoices, developing service agreements with providers, contracting and paying provider, and preparing reports on how funds are being used.

The TCS team work in close partnership with the finance team members to manage the processing and payment of invoices for self-managed NDIS participants. The process requires the establishment of an agreement with the participant regarding how the resources in their plan will be utilised and then a 3 stage process: (i) seeking approval and direction from the participant to pay the invoice (ii) establishing a related payment request on the NDIS portal (iii) payment of the invoice to the provider. Significant time has been invested in trying to streamline this process and this work is ongoing with a redevelopment of the current Office 365 supported process currently underway. As at June 2018 we had 118 participants to whom we are providing our Financial Intermediator NDIS (FIN) services.

Plan Management is a critical element of the NDIS principal of choice and control and supports participants' ability to seek services outside the registered provider network. While financially marginal, our involvement has provided a number of participants with freedom never experienced before in the delivery of their services and a local provider to assist them with making their plan a reality.

Support Coordination is a capacity building support to implement all supports in a participant's plan, including informal, mainstream, community and other funded supports.

All indications in December 2017 were that support coordination would diminish in 2018 with the Local Area Coordinator undertaking the bulk of this role once they had fully established. It quickly became apparent that this was not the case with ongoing strong demand for support coordination services. We have developed a good reputation delivering these across the region and have built good working relationships with Child Protection and the Alcohol and Other Drugs area of the Darling Downs Health Services, working with their respective clients regarding the implementation of their NDIS plans. We have struggled to secure staffing for support coordination and on several occasions have needed to stop intake of new support coordination participants due to capacity issues. As at June 2018 we had 85 Support Coordination/Connection Participants connected to our service.

Our Support Coordinators often work with individuals who have not received support previously and sometimes have significant unmet support needs. One example is a male participant who selected TCS as his NDIS Support Coordinator. His housing was unsuitable and was impacting both his mobility and contributing to his social isolation. Within two weeks of commencing with TCS the participant had been rehoused in suitable accommodation, he had commenced support services and had acquired a mobility device, greatly improving his independence. While these are small things, the absence of support meant they were not available to the participant. The participant has achieved a significant improvement in their quality of life as a result of our support coordination.

Lifestyle Support Services supports assisting participants with day to day activities and accessing the community.

From the outset, the goal of TCS was the development of a significant case load of direct support participants. While the margins for this work are quite conservative the size of the NDIS packages provide the necessary cash flow to make the work viable. We have found it is important to develop a good working relationship with the participant, their family and significant others to develop our direct support work and we often commence services in a very moderate way perhaps providing just a few hours of community access or providing our FIN services and once we have developed a good rapport with the participant this then grows. All of the development of our direct services has been the result of word of mouth or this organic growth. We recently gained approval to provide Supported Independent Living services and are currently negotiating with a number of participants to deliver these often 24/7 services. As at June 2018 we have 43 participants receiving direct lifestyle support.

We have been providing day to day living support and community access for a participant in Toowoomba. This young man needs support in the mornings and evenings and some limited support with community access. The support allows him the freedom to live alone in town like any other young adult, as his parents live on a property out of town. He enjoys a wide range of activities some of which he accesses without our support. When he is at home he likes to make jewellery and sometimes sells these pieces at markets and fairs for extra income. His jewellery is also very popular with our TCS support workers. This young man is a great example of the quality of life that can be achieved with the NDIS funded support our workers provide.

Finally I would like to thank our participants and their families. We always acknowledge that you have chosen us to provide your service and we never take the choice for granted. I would also like to thank the TCS team - without your dedication and professionalism none of what has been achieved this year would have been possible.

NEW ACCESS - ROMA

Service Profile

Developed by beyondblue, the New Access program provides Low intensity Cognitive Behavioural Therapy (LICBT) interventions to people with mild to moderate depression and/ or anxiety. Low intensity Cognitive Behavioural Therapy Coaches are based in Charleville and Roma on a part time basis. The New Access coaches can help with:

- anxiety or uncertainty
- health problems
- work stress
- relationship or family issues
- long-term isolation or loneliness
- financial worries
- sleep deprivation.

THE TEAM

COO – Human & Community Services
Rachelle Patterson

Program & Practice Coordinator
Sue Mollgaard

Coaches
Brad Graham

Paula Boyle

Achievements

- The New Access role has become an important role in the community. Referrals come from numerous agencies including but not limited to:

  Mental health services and GPs

  Various family and Indigenous support services

  After Care Mental Health Service
- Building networks and stakeholder relationships to assist the community with referrals in St George, Roma, Mitchell, Charleville and Cunnamulla. These Networks take time to build and referrals are slowly growing.
- Positive client outcomes have an impact on all the relationships surrounding the client.
- Referrals are also coming from local GP's and Psychologist.
- Participation in the following training:

  ASIST suicide intervention

  Genogram Training

  Drug and Alcohol First Aid

Challenges

- Distance to travel throughout the region.
- Confidentiality in remote towns.

Future directions

- To continue to improve community knowledge and awareness about New Access and its place in the mental health system.

Funding Body

RHealth – (PHN – Darling Downs & West Moreton)

PARTNERS IN RECOVERY

Service Profile

Around one in three Australians experience mental illness at some stage in their life.

Partners in Recovery (PIR), a Commonwealth funded program, supports people with severe and persistent mental illness with complex needs, and their carers and families. This is achieved by getting services and supports from multiple sectors they come into contact with (and could benefit from) to work in a more collaborative, coordinated, and integrated way. Since the program started in 2013, PIR has worked alongside approximately 795 people navigating their recovery journey. Recovery is possible for everyone, it is a process through which people can improve their health and wellness, live a self-directed life, and strive to reach their full potential.

PIR funding is transitioning to the National Disability Insurance Scheme (NDIS). To ensure service continuity during transition and to support participant transition to the NDIS, PIR is extended until 30 June 2019.

THE TEAM

Lead Agency - LDDSWQL

Manager

Jodie Edge

Regional Coordinator

Lucille Hill

Senior Support Facilitators

Susan Stevens (July – December 2017)

Mark Cook-Long (February – June 2018)

SIX CONSORTIUM MEMBERS WORK WITH THE LEAD AGENCY TO DELIVER THE PIR PROGRAM

They include CatholicCare Social Services, Centre for Rural and Remote Mental Health, Mental Illness Fellowship Queensland, RHealth Limited, Richmond Fellowship Queensland and Toowoomba Clubhouse.

A team of 18 Support Facilitators working for Consortium Members are situated in Toowoomba, Warwick, Goondiwindi, St George, Chinchilla, Roma, Charleville and Kingaroy.

Achievements

- DDSWQ PIR supported 370 people with severe and persistent mental illness across the region during this period. Our main focus is to transition people into the NDIS. At the end of June 2018, 143 PIR participants were assisted to apply for the NDIS by their PIR Support Facilitators and 75 participants now have NDIS Individual Funded Plans. Through gaining access to the NDIS, people will be assisted to achieve their goals. This may include greater independence, community involvement, employment and improved wellbeing.
- Valuable research has been undertaken into "Sharing experiences on the transition from PIR to NDIS". The aim of this research is to gain a better understanding of impacts to participants, staff and carers of DDSWQ PIR when facing the challenges of a national reform. This research has demonstrated how important Support Facilitators are in supporting people to identify their personal goals, apply for the NDIS, attend their NDIS planning sessions and then if gained access, implement their plan with service providers. Some of the goals we see from PIR participants are:

  - I would like to be supported to participate in activities that I am interested in, including sports and community gatherings.

  - I want the supports I need to manage my anxieties so that I can explore and participate in community activities.

  - To live safely and independently in my current home whilst feeling supported.
- DDSWQ PIR have played a crucial role in supporting and assisting other PIR regions in Queensland who have not yet transitioned to the NDIS to prepare for the change by sharing experiences and learnings through site visits, teleconferences and at workshops/ conferences.
- Supporting the peer workforce has remained a priority for PIR. Peer workers can provide an important and useful complement to the

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traditional teams delivering mental health services. For people using services and their families and carers, peer workers offer an improved experience of treatment, care and support. Mountains of Hope Peer Support Network has been established in Toowoomba striving to become a leading professional body of registered peer specialists.

Challenges

- The NDIS is a major, complex national reform, the largest social reform since the introduction of Medicare in 1984. Given the size, speed and complexity of the reform, it is inevitable that there will be transitional issues with the rollout of the NDIS that require careful risk management. The scheme is still in its infancy and we are working closely with the Department of Health (DoH), National Disability Insurance Agency (NDIS), Department of Social Services (DSS) and the Primary Health Network (PHN) to get things right. It will however take some time.
- PIR and Mental Health services in general are experiencing high staff turnover rates. Opportunities are being created by the reform and jobs are changing from those that people originally signed up for. Unfortunately this affects employee morale with staff required to pick up increased workloads and responsibilities and new staff are feeling pressured to learn new job duties and procedures.

Future directions

- Early evidence suggests that the NDIS is improving the lives of many participants and their families and carers. Many participants report more choice and control over the supports they receive and an increase in the amount of support provided. DDSWQ PIR will continue to walk this journey with participants and carers until 30 June 2019 guiding them through the process of system change.
- The following support options will be available for people next year:

  - NDIS plan

  - PHN funded initiatives to support Continuity of Support (CoS) arrangements and the National Psychosocial Support Measure.

Funding Body

Department of Health (Commonwealth)

POSITIVE RELATIONSHIPS PROGRAM

Service Profile

The Positive Relationships Program aims to strengthen relationships, support families, improve children's wellbeing and increase participation in community life to strengthen family and community functioning, and reduce the cost of family breakdown. This is a strong program that provides invaluable assistance to the target group with the service consistently over-subscribed.

THE TEAM

Chief Operating Officer Human & Community Services

Rachelle Patterson

Program & Practice Coordinator

Alison Smith

Senior Practitioner (position restructured February 2018)

Jeanie MacDiarmid (resigned January 2018)

Counsellors

Cath Leask

Denny Edwards

Wendy Ambrose (exited December 2017)

Alison Smith (moved to PPC position March 2018)

Katrina Marsh

Sarah Owens

Achievements

- Significant number of referrals and support provided to families experiencing Domestic and Family Violence through multiple referral pathways e.g. Queensland Police, schools, self-referral.
- Use of multiple counsellors to support individual family members so that safety is increased. Also using regular case discussions between counsellors and PPC's to decrease risk and increase safety for families.
- Continued review and development in the following areas:

  - Program model – individual case review processes for all counsellors to increase support of counsellors and clients in complex client work. Focus on aligning more closely with the current service agreement

  - Intake procedure – use of an initial intake phone call to determine appropriateness of referral and support needs of the client.

  - FIXUS database – planning, development and training phase. FIXUS will be used to improve the Client Information and Records Management processes.
- Staff have attended conferences and training that has increased awareness of up to date research and current best practice as follows:

  - Certificate in Sandplay Therapy and Symbol Work – Cath Leask, Katrina Marsh

  - 1st Asia Pacific Safe & Together™ Model Conference – Cath Leask, Alison Smith

  - 123 Magic and Emotion Coaching - Cath Leask, Katrina Marsh

  - Screening Tool for Assessing Risk of Suicide – Cath Leask, Katrina Marsh, Denny Edwards, Sarah Owens
- It was identified that demand for this service in Dalby was strong therefore counsellors have been providing outreach at the Dalby office one day per week. Supervision and support was provided by staff to a third year social work student.
- ASIST and SafeTALK suicide prevention workshops were delivered in Toowoomba, Dalby and Warwick by Cath Leask.

Challenges

- Accessibility of the service for Aboriginal and Torres Strait Islander people. Discussions have been taking place with other agencies about outreach opportunities available.
- This program has needed to close new external referrals a number of times during the past financial year due to client loads being at capacity and position vacancies. Referrals are made to other appropriate agencies when client need is unable to be met.

Presenting issues

- Clients present with a range of concerns including grief and loss, life transitions, suicidal thoughts, domestic and family violence, symptoms of depression and anxiety.
- There has been an increase in the number of clients presenting with complex trauma.

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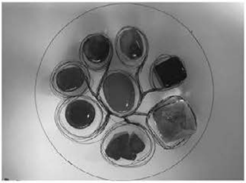


Symbol work exercise from Certificate in Sandplay Therapy and Symbol Work

Funding Body

Department of Social Services (DSS)

RURAL FAMILY COUNSELLING SERVICE (RFCS) CHARLEVILLE

Service Provision

The service provides safe, confidential counselling to family members with children aged between 0 – 18. The counselling service is based at the Lifeline office in Charleville and also offers outreach, face to face and telephone counselling to regional centres including Augathella, Morven, Mitchell, Wyandra, Cunnamulla, Quilpie and Thargomindah.

The aim of the service is to build on existing strengths to increase the capacity of family members, by developing the resilience and self-esteem of individuals within the family. Counselling sessions are available for individuals, couples, children or families.

THE TEAM

Chief Operating Officer Human & Community Services
Rachelle Patterson

Program & Practice Coordinator
Sue Mollgaard

Rural Family Counsellor
Natasha-Rose Stapleton

Achievements

- The service has had a significant increase in client numbers entering the service this year, with 30 families consisting of 72 individuals. The Program has worked with a wide variety of family which can look very different from household to household. Sometimes family might include Aunts and Uncles, Grandparents, Kinship Carer's and Step Families, with the majority of clients attending counselling between the ages of 9 – 16.
- Some of the presenting issues staff have successfully worked to support families to address include domestic and family violence, behaviour management, suicidal ideation, and environmental impacts such as drought or loss of employment, budgeting and alcohol and drug use.
- Continued involvement in a variety of collaborative community events with other service providers, which work together on issues of anti-bullying/emotional resilience impacting students of Charleville State High School and Charleville.
- Established a girls group that ran during the school holidays. The community provided a number of free activities based around self-care, fitness, self-esteem, friendships and nutrition. This group was continually being suspended because of bullying behavior of others and now school suspension for this group is nonexistent as the girls support each other at school and now have the ability to walk away.

Challenges

- Significant lack of services providing support to young people (25 and under) in the community.
- Significant trends of risk taking behaviour among young people, including self-harm, underage sex, unsafe sex, creating and distributing inappropriate photos, drug and alcohol abuse, bullying and fighting.
- Difficulties providing counselling support to young people as well as their parents due to losing the trust of the young person.
- Difficulties managing a large case load whilst only operating 9 days a fortnight. There was a five week long waiting list to attend counselling with the RFC service at one point.
- Difficulties as a practitioner to engage in professional development when living far from training opportunities.
- Concerns regarding dual relationships and conflicts of interest as a result of working in a small remote community.
- Issues regarding client's lack of trust and faith in services due to previous breaches of confidentiality and professionalism by other services.

Future directions

- Facilitate a parent support group/forum to provide parents with resources and opportunities to speak with other parents and service providers regarding issues concerning young people and develop skills for the home.
- Develop a six week emotional well-being and intelligence program to be implemented in schools across the district in partnership with Anglicare
- Continue working in partnership with local services to promote the health and wellbeing of the community

Funding Body

Department of Child Safety, Youth and Women

RURAL FAMILY SUPPORT DALBY

Service Profile

This service engages and works with families who are at risk of involvement with the Department of Child Safety, Youth and Women (the Department) and with families who have exited from orders with the Department. Various strategies and tools are offered to the families who voluntarily engage and want to make a positive difference in the lives of the children for whom they care. By working with a strengths-based approach, building through empowerment and education of the carers, parents and children in their care, lasting changes can be achieved.

The program region covers areas east to Cooyar and west in the direction of Chinchilla and Tara and within 12 km's of Toowoomba. The region of the current service agreement extends to Cecil Plains. Crows Nest is included in the region as is the area west to Jandowae, and south to Jondaryan.

THE TEAM

Chief Operating Officer Human & Community Services
Rachelle Patterson

Program & Practice Coordinator
Deb Olsen

Family Support Worker
Annette Jasinski

Achievements

- The service has supported 24 families this year consisting of 67 individuals. The Family Support Program is able to work with a wide variety of carers and family can look very different from household to household. Sometimes family might include Aunts and Uncles, Grandparents, Kinship Carer's and Step Families.
- This service is offered and provided in the office, in the family home or in community. The services can receive referrals from many different sources such as self-referral, F&CC, the hospital, Redbourne and schools.
- Some of the elements of the service offered to families are: Parents under Pressure, Tree of Life, Stress Less, basic budgeting, diet and healthy eating, sand tray and play therapy and mindfulness parenting, all offered with a strengths based approach enhancing and working with the parent or grandparent's capacity.
- Support has been provided to assist clients to attend appointments where necessary such as to their GP or mental health appointments. Practical support is an important aspect of the support service.
- Information and referrals have been made for those families who have been impacted by the roll out of the NDIS as the process has been of concern for some families in the region. The clients who needed support with this process have been referred to the appropriate agencies.
- Where necessary, the Rural Family Support Program can support a smooth referral pathway that can help link families to the appropriate community service. This process can be essential when families are under pressure and stressed, enabling them to access supports such as the Department of Health (mental health in particular), occupational therapy, legal support, Bush Kids, G.Ps and community health support.
- Some of the presenting issues staff have successfully worked to support families to address, include domestic and family violence, behaviour management, suicidal ideation, local environmental impacts such as drought or loss of employment, budgeting and alcohol and drug use.

Challenges

- Due to an increased number of preventative family support services now being funded it has become more challenging to obtain enough referrals into the service. It has been recognised by staff that a part of the support worker role is to have an increased presence in the community and to develop stronger community partnerships and referral pathways into the service.
- Clients often present with multiple issues and it is sometimes challenging to work with a team of community stakeholders in order to create a supportive network. At times families can start to withdraw from supports as their situation improves and then re-engage when another crisis hits, making it difficult to complete the intended long term goals.

Future directions

- A 5 year service agreement has been recently signed with the department
- Engaging with GP's and linking the referral pathway through the Lifeline Darling Downs web site
- More realistic output measures (a reduction from the 1720 hours of measurable outcome to 1380 as required in the new agreement)

Funding Body

Department of Child Safety, Youth and Women

ST GEORGE YOUTH SUPPORT PROGRAM

Service Profile

The St George based youth support service provides an information, assessment and referral service to target at-risk young people aged 12-18 years from the St George and Dirranbandi areas. The service provided by our Youth Support worker (YSW) is client-centred and assists young people to identify their needs through an assessment process to determine the most appropriate referral options. The service provides case management to individuals as well as small group intervention activities which aim to enhance the social and economic participation for young people.

THE TEAM

Chief Operating Officer Human & Community Services
Rachelle Patterson

Program & Practice Coordinator
Sue Mollgaard

Youth Support Worker
Raelee Morris

Achievements

Youth Justice

A strengthened relationship with Youth Justice and increased referrals received from them.

As there is no Youth Justice office in St George or Dirranbandi, the YSW works closely with Youth Justice Staff in Toowoomba to support young people on Youth Justice orders. The YSW also participates in YJ conferences and supports the young people with the goals set during such.

The YSW regularly supports young people to complete their community service hours.

Youth Holiday Program

A partnership between Lifeline Darling Downs & South West Qld Ltd, Queensland Police, Youth Justice and our local Rotary Club facilitates this holiday program, which consists of week-long activities for identified young people, who are prone to at-risk behaviour. This includes clients from the St George Youth Support program as well as Youth Justice and the local high school.

Some of the outcomes achieved for participants was boosting attendance rates at the beginning of every school term by kick starting a school routine.

Some of the activities were, healthy cooking workshops, Indigenous art workshops, fishing, Traditional Dance workshops, field trips out to significant Indigenous sites around the region and various sports.

This program has been run the last week of every school holidays this year and we will continue to run it while Rotary continue to fund us.

We have had great success with attendance and engagement with nearly all of the selected young people attending most days of the program.

As part of the Youth Engagement Program we attended Emu Gully and participated in a bunch of activities focused on the core character values of Courage, Mateship, Perseverance and Sacrifice. We attended for 3 days and the program was a huge success.

Love Bites

LOVE BITES is an extremely successful school-based Domestic and Family Violence and Sexual Assault prevention program. The Youth Support Worker has been facilitating the Year 10 Health and Wellness Students at the St George State High School for 1 class per week.

Balonne Family & Domestic Violence Prevention Panel

The YSW was part of the Balonne Family and Domestic Violence Panel which included planning and attendance at a number of activities during May for Domestic and Family Violence Awareness Month. Encouraging and supporting young people to attend and be part of the events

Keep the Balance - Safe Gambling Initiative

The YSW was involved in helping the St George Keep the Balance Safe Gambling Initiative. LDDSWQL, with Ashley Gordon, an ex-NRL Player held week long activities working with youth, Elders, community clubs and service providers.

Challenges

Again, this year our main challenge has been finding alternative education/employment for youth that have disengaged or have been excluded from school.

Unlike the major towns/cities in Queensland, St George has very limited opportunities with only one high school in the town. The ongoing drought in our region has not helped the situation with many employers closing business or cutting back rather than hiring. The Youth Worker has met with Best Employment and Gateway to Training and we are exploring ways we can work together to best support young people in employment, education and training options.

Other key issues have include:

- No emergency accommodation for homeless youth
- Engaging youth who are not attending school

Funding Body

Department of Child Safety, Youth and Women

SUPPORTING CHILDREN AFTER SEPARATION PROGRAM (SCaSP)

Service Profile

SCaSP seeks to provide a range of age and culturally appropriate interventions to support children and young people from separated families, as they experience issues related to the breakdown of their parents' relationship. The program provides opportunities for children to safely explore and express their thoughts and feelings about the circumstances in which they find themselves. Services include: assessment of child and parent concerns; individual counselling utilising a range of therapeutic interventions and resources; group and peer support activities; education and skills training; and information and referral for child and/or parent. The program is funded by Australian Government Department of Social Services.

THE TEAM

COO – Human & Community Services
Rachelle Paterson

Program & Practice Coordinator
Deb Olsen

Child Counsellor
Kellie McDonald

Sally O'Brien

Danielle d'Abadie (currently on maternity leave)

Achievements

- The program has supported 54 children this year. There continues to be a high level of demand for the program.
- The team has collated parent and child interventions and session plans into a working resource that enables staff to respond to specific problems that frequently present when working with children post separation.
- The team has continued to review, update and improve SCaSP procedures, including the intake and waitlist procedures. A lot of work has also been done in order to manage the waitlist more efficiently so that children are no longer waiting for long periods of time before accessing counselling.
- Training has been a feature of SCaSP over the past twelve months with staff dedicated to ensuring they have up-to-date knowledge and can offer clients best practice when providing counselling. The addition of regular peer case reviews has focus on embedding staff learning and has enabled staff to refine case formulation skills and better support parents and children.
- This year the SCaSP program has seen a number of changes including a new Program & Practice Coordinator and a staff member going on maternity leave along with other senior staff exiting Lifeline. Throughout the changes there has continued to be a positive team dynamic where staff have embraced the many changes and are enjoying the benefits that have flowed from this.
- One of the positive changes which has occurred for the SCaSP program has been the establishment of a second dedicated children's counselling room. Staff worked hard to ensure these rooms were set up to offer a safe and nurturing environment for working with children. A lot of thought and planning went into the design and resourcing of this room and the feedback from clients (and staff) has been very positive.

Dedicated Children's Counselling room

Challenges

- Staff are frequently challenged by parents having unreasonable expectations of counselling and lacking insight into their own part in often highly acrimonious parent relationships and their role in supporting their children after separation. SCaSP responds to this by providing parents with information packs, feedback and education as well as referrals into other counselling and support services as a parallel process to support the parents, their capacity to parent, and the whole family.
- Because of the nature of working with children, and the ongoing challenges facing separated families, our counselling work can tend to be longer-term. This makes it difficult to give families on the waiting list in SCaSP an accurate waiting time, however the team have been working hard to refine their goals and action plans for each client to assist with this issue.
- SCaSP have noticed that parents are at times difficult to contact at the point of initial intake. This can result in repeated frustrating attempts by both staff and clients to make contact and find a suitable time to complete the intake process. Staff have now put in place a new procedure to trial which will hopefully help alleviate this challenge.

Presenting issues (optional – key client issues)

- ScaSP continues to see complex cases, with growing prevalence of mental health issues, sensory processing difficulties, domestic violence, parenting issues and child protection issues. This requires counsellors to channel significant additional time and resources into parent support and referrals, outside of the children's sessions.

Future directions

- SCaSP plan to explore opportunities to engage with Toowoomba's multicultural community and has started to plan ways to reduce barriers that may be reducing the likelihood of parents and children from CALD backgrounds from accessing SCaSP services.
- The program will continue to add to the working resource of interventions, which staff believe will strengthen their work with children and parents.
- The team will continue to develop information packs for separating parents and teachers, which can be provided as a useful resource to community services and schools. In these packs staff are looking to include information about ways to support children dealing with the separation of their parents, when to seek help, and details about SCaSP.

Funding Body

Department of Social Services (DSS) (Commonwealth)

BUSINESS SERVICES
Angela Klein - Manager Business Services

Service Profile

The Business Division currently employs between 60 and 70 paid staff – equating to approximately 50% of the organisation's total staff - who are supported by 350 dedicated and valued volunteers who give over 15 000 hours per year of their time and commitment. The business operations components include:

- Sorting Division
- 16 Retail outlets
- Administration
- Distribution Centre
- Transport & Logistics
- Free furniture pick up service
- Recycling and Waste Management
- Special Events
- Volunteer Management
- Work experience programs
- Skill based traineeship programs
- Social justice programs
- School based placement programs
- Return to work programs

2017/2018 has been a challenging yet successful year for the Business Division. Sales turnover for this financial year was in excess of $ 4.5 million.

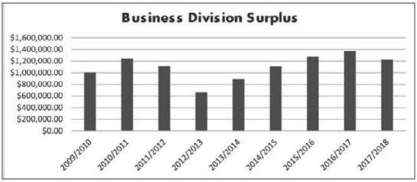
The Retail Division has experienced a positive financial year. This year's financial year contribution to the organisation was **$1.2 million**.

The quantity of donations has remained constant however with the "fast fashion" era, the quality of garments has declined. We now operate in the same retail environment as some of the larger department stores and are in direct competition with Kmart in particular which has captured the retail market with low cost homewares and fashionable goods at low cost prices. Kmart's strategic direction away from their garden sections and internal food courts has paid enormous dividends for the company.

Buying on line and now selling online has impacted donations to Lifeline. (Choosing to sell online rather than donate the item to Lifeline) With the advancement of Smart phones and iPhones, it is now even easier to sell goods online. Facebook has exceeded sales and is now the preferred site, overtaking Gumtree for selling unwanted items locally. Cash shop retailers such as Cash Converters have also taken a direct hit as consumers are now able to sell their items without using a third party.

Retail outlets

- Anzac Avenue Shop
- Charleville Shop
- Dalby Shop
- Emporium Shop
- NES Shop
- Herries St
- Oakey Shop
- Perth Street Shop
- Range Shop
- Smart Tip Shop
- St George Shop
- Stanthorpe Shop
- Tara Shop
- Warwick Shop
- Wilsonton Shop
- Wyalla Plaza Shop



Thanks go out to our **Shop Managers, staff** and our **wonderful volunteers** who are the "face of Lifeline". Continuous improvement in their retail sites, raising funds and providing quality customer service is their principal focus. The shop outlets are also a training facility for many unemployed people and a hub for social interaction. Our country outlets support social inclusiveness in rural and remote areas. Our retail outlets continue to remain profitable even under the changing scope of retailing where technology and online buying has a direct impact on the brick and mortar outlets. Opportunities for our shops to capitalize on technology are increasing. The need to continue to raise funds for the organisation continues to be the focus whilst balancing increasing operational costs. A positive profit margin is our ultimate goal whilst balancing the costs to be legislative/lawfully compliant as well as the "community" type functions that the store continue to represent.

Our Sorters have the enduring and undervalued task of sorting through tonnes of donated items and categorising products to achieve the highest value for each item. Our retail division relies heavily on the skills of our sorters to ensure high quality goods are provided for resale in our shops and for our export customers, whilst minimising waste for landfill. With over 1000 boxes of stock being produced on a monthly basis for our retail outlets, our productivity key to continued performance is supplying the right product to our Lifeline customers. The Lifeline National Strategic Review Committee stated that: "Sorters are the key to clothing sales".

Special thanks go to **Barb Dallinger our Retail Coordinator** who manages the operational and staffing needs of our retail and sorting division. It has been a busy year and, although she has faced many obstacles in the retail framework, her passion for Lifeline and her role continues.

Our Export markets have seen solid growth over the past financial year. This financial year we produced and sold over **321 tonnes** of product to various export markets. This product, which is unsaleable through our shop network, raised a profit of $80,000 but also saved $34,500 in waste to result in a net worth of $114,500.

The Distribution Centre cannot operate effectively without strong coordination; for this I thank our **Distribution Centre Coordinator, Stephen Pennells**. Without his leadership and exceptional organisational skills, the day to day operation would not run as efficiently as it does. My sincere appreciation also goes out our Distribution Administration team who manage our administration requirements and also to our **warehousing staff** who provide the foundations at our fully functioning facility. This team of staff ensures the smooth running and harmonious working environment of our transport and logistics division.

Transport and Logistics - we are extremely fortunate to have a truck fleet that complements our work. Our drivers are the face of Lifeline when they are on the road picking up goods from the general public. We are blessed to have highly skilled drivers on staff. Our staff conduct approximately **2000 collections** from private homes each year.

Our Truck Fleet

Two Bookfests were held again this year, one in Toowoomba and one in Warwick. Many thanks to all the volunteers that make these events possible. Just under $80 000 in sales was achieved this year. The behind the scenes volunteers who work all year round to ensure this event is a success should be commended for their continued commitment. Without their work throughout the year, this event would not be possible.

continued on page 64

Work for the Dole work placement initiatives. This year Lifeline was funded through **Best Employment** to place job seekers in activities where they had the opportunity to gain skills and experience within the Lifeline Business Division. **Nathaniel Dallinger**, our Work Placement Coordinator, successfully managed over 300 individual participants. Other work placement programs included numerous other job agencies, return to work rehabilitation, disability services, school groups and community service participants. Total labour hours contributed were in excess of **25 000 hours**.

Achievements

- All of our trading outlets are profitable and contributing to the financial wellbeing of our organisation (over $ 1.2 million in profit)
- Successfully exporting surplus unwanted stock to overseas markets
- Continuing to provide onsite training to unemployed participants
- Operated successful fundraising events
- Low turn-over and long serving staff
- Workplace training for all business division staff
- 350 tonnes of product diverted from landfill and sold through export markets
- Continued funding for traineeship programs which boast employment outcomes of 75% (against a KPI of 55%.) This training is proudly funded and supported by the Queensland Government through its Skilling Queenslanders for Work initiative.
- Continued ability to effectively manage large quantities of donated goods
- We are a respected second hand retail provider operating 16 shops in Toowoomba & throughout South West Queensland

Challenges

- The need to generate additional income so that we can continue to balance the budget each year as expenses continue to rise
- Maintaining motor vehicles to ensure that our vehicles remain reliable, presentable and cost efficient
- Enhancing the quality and quantity of donations
- Restorations of donation bins – high quality collection facilities
- Competing with on-line sales – via Facebook/ Gumtree/eBay
- To ensure we are a donor of choice
- To reduce waste/increase recycling
- To increase furniture donations for future sustainability
- Increased expenses including communication, electricity, rent, waste and repairs
- Sourcing new product at cost competitive rates for resale in outlets

Future directions

- Work ready programs that provide skills and work experience opportunities.
- Social Enterprise - upcycling of unsalable products
- Expanding the retail network
- Utilise Office 365 in retail outlets to increase the accessibility for staff, volunteers and workplace participants to online training programs
- Continue to buy in new product that fills gaps in our supply chain and/or derives a profit margin for the retail division
- Build on the Lifeline brand and educating donors on what products to donate, how to donate and where to donate. "Make your donation count" – reinforced through media and communication strategies.
- Increase recognition that Lifeline retail outlets are social enterprises and market the benefits they bring to the community.
- Increase recycling opportunities to reduce waste costs and minimise landfill.
- Achieve operational effectiveness by reviewing process and production.
- Continue to train and support our staff/ volunteers who are the drivers of our business.

One of the key tasks in our vision is to have planned opportunism. This is a recognition that the future has unpredictability which can be shaped by changes that are often out of our control.

The key is to manage change and have the flexibility to recognise opportunity and respond when it comes along. Many business directions have come from opportunities that we have responded to. To grow the business division into the future we must be open to the early signs and changing trends and then have the adaptability to capitalise on changes to demographics, technology, and customer's needs, environmental and regulatory shifts.

Key –prepare the business to be adaptable to chance events and process of change.

In closing, I would like to thank all staff and volunteers of the Business Division. I am blessed to work with people who have a great dedication and commitment to Lifeline and the work we do. The staff have a belief and a connection with the work that they do which enriches not only their own lives, but the lives of others in the community who we may never meet.

Distribution Centre – 192A Stephen Street, Toowoomba

SUBMISSIONS
Louise Kennett – Manager Submission Writing

I have been in my position for a little more than a year and have discovered one of the benefits of the role is the opportunity to work with people from across the organisation. During the past 12 months I have collaborated with staff from Human Services programs, the Business Division and Corporate Services to develop submissions and tenders. I am fortunate to be able to engage with so many of my colleagues and gain an understanding of the work they do.

This also provides me with a bird's eye view of the organisation and the ability to see how the various parts of the business work together to provide support and services to communities in our catchment. This has proved very helpful in the preparation of proposals as it enables me to provide funders with a broad overview of our work and of the outcomes we deliver to communities in the Darling Downs and South West Queensland.

Achievements

During the 2017-18 financial year, total funding requested was in excess of $13.6M with $6,456,297 secured (compared to a requested $11M with $1.1M secured in 2016-2017). 25 submissions were lodged with 24 of these captained by the Manager Submission Writing. This represents four fewer grants than the 2016-17 financial year and five fewer than the 2015-2016 financial year.

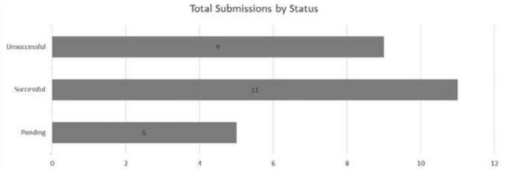
The funding awarded included large grants for:

- Domestic and Family Violence and Sexual Assault Services in Roma and the Far West (Department of Communities, Disability Services and Seniors);
- Young Offenders Support Services in Warwick, Dalby and Cunnamulla (Department of Justice and Attorney General); and,
- The establishment of Lifeline Darling Downs as the Community Connections Partner at the Toowoomba Housing and Homelessness Hub (Department of Housing and Public Works).

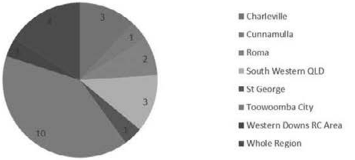
Additional grants were awarded for:

- An LGBTI-focused leadership seminar and mental health first aid training (Impact Philanthropy);
- An action research project considering the impact of problem gambling on Aboriginal and Torres Strait Islander communities in St George and Cunnamulla (Department of Justice and Attorney General); and,
- A Creative Coping program delivering skills training to improve symptoms and functioning for people with mental health concerns (Darling Downs and West Moreton Primary Health Network).

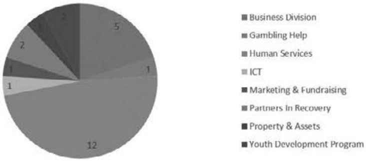
SUBMISSIONS BY OUTCOME JUNE 2018



SUBMISSIONS BY LOCATION



SUBMISSIONS BY DIVISION



Challenges

Identifying suitable grant opportunities is an ongoing challenge with many funders focusing their attention on urban centres and/or in the southern states. We continue to be strategic in the identification and targeting of funding opportunities. I work closely with the Executive Management Team and other relevant staff to ensure funding opportunities meet our objectives and that we have the capacity and capability to deliver the funded outcomes. I also undertake ongoing research and training to ensure that I am aware of emerging local and national issues and able to respond promptly and effectively to potential funding opportunities.

Future Directions

The ability to identify and articulate our social impact is essential to ensure our future success in attracting grant funding. This information will demonstrate our ability to deliver positive outcomes to communities across our catchment. We have commenced workshops with staff across the organisation to talk about social impact, its importance for organisational planning and methods to identify and measure the social impact of our programs. The workshops are also intended to illustrate the importance of local knowledge in identifying need and enabling effective service provision, and to stimulate discussion about innovations and ideas. These workshops are only the beginning of this process and ongoing engagement is essential to identify and measure our social impact and inform future strategies and direction.

FUNDRAISING & MARKETING

Kirsten McGovern – Manager Fundraising & Marketing

The Fundraising and Marketing Department has had a busy but rewarding financial year.

The year commenced at a fast pace with one of our highest yielding fundraisers, the FKG Group Batting for Lifeline Gala Ball, held in July. The Fundraising and Marketing Manager in collaboration with the Order of St John Knights of Jerusaleum Hospitaller organised this fantastic event which was held on the Empire Theatre stage with over 350 guests in attendance and appearances from cricket greats Mark Taylor and Merv Hughes. Lifeline Darling Downs was the sole beneficiary of the fundraiser with a cheque for $100,000 presented to our CEO Derek Tuffield on the night. In total the event raised over $120,000 to support our work in suicide prevention right across the Darling Downs.

In July we had the pleasure of hosting Lifeline Australia's National conference in Toowoomba which was attended by staff from across the country. We also hosted an intimate celebration with staff, volunteers and members of the community honouring our CEO's thirty years of dedicated service to the organisation.

August was a very exciting month for the department as we launched our new corporate website. The website showcases our Human Services programs and retail operations as well as providing a donation section allowing site visitors to donate to our organisation with ease.

On World Suicide Prevention Day in September we held an Out of the Shadows walk in conjunction with the Toowoomba Suicide Prevention Network at beautiful Picnic Point. The event was opened by Toowoomba Regional Councillor Carol Taylor and attended by a large group of community members. It was very pleasing to see the community unite in support of a suicide free future.

The Loads of Love appeal was launched in November in anticipation of the busy Christmas period. Loads of Love is operated in conjunction with Metro Care and Heritage Bank. In 2017, 20 tonnes of non-perishable food items was donated from our community, enabling us to assist more than 1,400 people over the Christmas period.

We once again worked alongside the Lions Club of West Toowoomba throughout December to make Christmas Wonderland the wonderful community event it is. The event was very successful, raising $30,000 each for Lifeline Darling Downs, the Toowoomba Hospice and the Toowoomba Hospital Foundation.

In January we celebrated one year as a National Disability Insurance Scheme (NDIS) provider by holding a function for our staff and clients at Preston Manor.

In February, staff from Toowoomba and the South West attended the launch of the NewAccess Program in Roma. This event was attended by representatives from beyondblue, Western Queensland PHN and the Warrego Regional Council.

February also saw the unveiling of our upgraded donor database which works in conjunction with our new website, making our donors experience as seamless as possible and enabling us to communicate better with our supporters. The donor database was made possible by a grant received from the Queensland Communities Foundation.

The annual Chronicle Lifeline Bookfest was held in March reaching new heights raising $66,000 over two days while in May, we returned to Warwick after a two year absence to bring the community their very own Warwick Daily News Lifeline Bookfest which raised $5,000.

May saw Centenary Heights State High School Interact Club run their Lifeline Can Appeal. The appeal resulted in more than 6,300 nonperishable food items donated to our Emergency Relief program.

We also introduced our Tap 'n' Go Donation Tap Points. Donation Tap Points are the new innovative method of receiving donations, replacing the donation tin. These devices are lightweight, less attractive to thieves and set to a pre-determined donation amount. Picnic Point Café and Restaurant was the first venue to support this initiative and we have forged a strong relationship and generated a significant amount of media attention as a result of the installation of the device.

Challenges

The Fundraising and Marketing Department faces similar challenges as in previous years striving for recognition and space in a crowded market as new competitors enter the fundraising arena and existing competitors' increase their activities. We continue to strive to make our organisation the charity of choice across the Darling Downs and South West Qld region. Our key message is that we are a local organisation helping the local community and that all funds raised in the region stay in the region.

Future Directions

In the 18/19 financial year we will continue to build our presence across all mediums, increasing our brand awareness. While we have a very good reputation, it is hoped that by increasing our exposure where possible, this will lead to further opportunities and fundraising support. The department will always focus on raising funds and building relationships with our donors and the business community, as we promote the services of Lifeline Darling Downs and South West Qld Ltd.

Lifeline

Darling Downs & South West QLD Ltd

FINANCIAL STATEMENTS & AUDITOR'S REPORT

FOR 2017/2018 FINANCIAL YEAR

Lifeline Darling Downs & South West QLD Ltd
Statement of Financial Performance
For the Year Ended 30 June 2018

	Note	2018 $	2017 $
Income			
Gross Sales		4,590,737	4,542,836
Less: Cost of Goods Sold			
Opening Stock		859,848	732,749
Purchases		92,422	123,586
Freight & Cartage		5,000	9,327
		957,270	**865,662**
Closing Stock		910,347	859,848
		46,923	**5814**
Gross Profit from Trading		**4,543,814**	**4,537,022**
Other Income			
Donations		623,576	125,587
Fees & Charges		12	164
Profit/(Loss) on Sale of Assets		17,991	8,729
Increase/(Loss) on Shares		354	4770
Grant Revenue		6,508,347	6,952,360
Interest and Dividends		53,813	65,922
Other Income		1,484,746	526,858
Reimbursements		138,155	47,421
Rental Income		8,700	8,100
Training Income		29,733	14,490
Total Income		**13,409,241**	**12,291,423**

The accompanying notes form part of this financial report

Page 1

Lifeline Darling Downs & South West QLD Ltd
Statement of Financial Performance
For the Year Ended 30 June 2018

	Note	2018 $	2017 $
Expenditure			
Advertising & Promotion		59,291	73,904
Assets Purchased < $5000		127,307	41,329
Audit Fees		25,665	23,200
Bad/Doubtful Debts		-5,230	16,190
Bank Charges		20,220	18,327
Cleaning		114,039	109,874
Client Support Services		280,379	360,735
Computer Expenses		196,779	76,246
Consultancy Fees		2,323,436	2,188,384
Depreciation		269,005	265,856
Donations		2,890	3,390
Dumping Fees		60,833	61,927
Electricity		75,346	78,914
Equipment Hire/Lease		6,622	11,207
General Expenses		40,455	78,891
Insurance		44,816	36,302
Interest		36,382	41,959
Legal & Other Settlement Costs		12,233	27,597
Management Fees		89,263	75,000
Motor Vehicle Expenses		291,110	269,454
Postage, Printing & Stationery		113,464	94,999
Rates		28,573	25,596
Rent		813,023	818,601
Repairs & Maintenance		124,373	120,764
Salaries, Wages & On Costs		6,959,943	6,166,500
Subscriptions		48,653	67,426
Superannuation		612,920	554,783
Telephone		123,727	145,041
Training & Development		190,443	121,250
Travel & Accomodation		93,562	80,708
Volunteer Costs		17,609	17,876
Total Expenditure		**13,197,131**	**12,072,230**
Profit/Loss before income tax		**212,110**	**219,193**
Income Tax Expense		-	-
Profit/Loss after Income Tax		**212,110**	**219,193**
Other comprehensive income			
Items that will not be classified subsequently to profit or loss		-	-
Items that will be reclassified subsequently to profit or loss when specific conditions are met		-	-
Total comprehensive income for the period		**212,110**	**219,193**
Total comprehensive income attributable to members of the entitly		**212,110**	**219,193**

The accompanying notes form part of this financial report

Page 2

Lifeline Darling Downs & South West QLD Ltd
Statement of Financial Position
For the Year Ended 30 June 2018

	Note	2018 $	2017 $
Current Assets			
Cash and Cash Equivalents		3,297,780	3,399,944
Debtors	3	46,995	110,418
Prepayments		3,503	34,646
GST Refundable		17,667	137
Other Income in Arrears		42,682	13,869
Stock on Hand		910,347	859,848
Total Current Assets		**4,318,974**	**4,418,862**
Non-Current Assets			
Investments in Listed Entities/Managed Funds		24,729	24,375
Land & Buildings at Valuation	4a	5,879,096	5,605,021
Plant, Equipment & Motor Vehicles at cost	4b	551,192	516,468
Total Non-Current Assets		**6,455,017**	**6,145,864**
Total Assets		**10,773,991**	**$10,564,726**
Current Liabilities			
Income in Advance		159,183	154,813
Grants in Advance			292,956
Unspent Government Grants		718,339	489,997
Trade Creditors		483,068	389,267
Accrued Expenses		357,945	340,005
Loans - Westpac Bank		119,450	155,522
Loan - Centenary Heights State High School		-	49,000
Provision for Officers Indemnity		5,000	5,000
Provision for Annual Leave		426,356	376,362
Provision for Toil Leave		22,396	16,444
Provision for Sick Leave		27,464	27,464
Provision for Long Service Leave		563,242	514,914
Total Current Liabilities		**2,876,898**	**2,811,744**
Non-Current Liabilities			
Loans - Westpac Bank		495,196	554,603
Provision for Long Service Leave		217,680	231,816
Total Non-Current Liabilities		**718,420**	**786,419**
Total Liabilities		**3,595,318**	**3,598,163**
Net Assets		**7,178,673**	**6,966,563**
Equity			
Asset Revaluation Reserve	5	1,234,836	1,234,836
Retained Profits		5,943,837	5,731,727
Total Equity		**7,178,673**	**6,966,563**

The accompanying notes form part of this financial report

Page 3

Lifeline Darling Downs & South West QLD Ltd
Statement of Changes in Equity
For the Year Ended 30 June 2018

	Retained Earnings $	Asset Revaluation Reserve $	Total $
Balance at 1 July 2016	**5,512,534**	**1,234,836**	**6,747,370**
Profit/(Loss) attributable to the Entity	219,193	-	219,193
Revaluation increment/(decrement)	-	-	-
Balance at 30 June 2017	**5,731,727**	**1,234,836**	**6,966,563**
Profit/(Loss) attributable to the Entity	212,110	-	212,110
Revaluation increment/(decrement)	-	-	-
Balance at 30 June 2018	**5,943,837**	**1,234,836**	**7,178,673**

The accompanying notes form part of this financial report

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Lifeline Darling Downs & South West QLD Ltd
Statement of Cash Flows
For the Year Ended 30 June 2018

	Note	2018 $	2017 $
Cash Flows from Operating Activites			
Grants Received		6,419,290	7,269,440
Sales		4,659,389	4,448,982
Interest Received		51,550	64,150
Dividends Received		2,263	1,772
Donations & Bequests Received		623,576	125,587
Fees & Charges, Training & Other Receipts		1,661,346	597,033
Interest Paid		(36,382)	(41,959)
Payments to suppliers and employees		(12,778,904)	(11,772,160)
		602,128	**692,845**
Cash Flows from Investing Activities			
Proceeds on sale of Property, Plant & Equipment		43,295	82,059
Purchase of Property, Plant & Equipment		(603,108)	(88,513)
		(559,813)	**(6,454)**
Cash Flows from Financing Activities			
Net (increase) / decrease in loans to NILS scheme recipients		-	282
Proceeds / (Repayment) of borrowings		(144,479)	(208,895)
		(144,479)	**(208,613)**
Net Increase / (Decrease) in Cash Held		(102,164)	477,778
Cash at beginning of year		3,399,944	2,922,166
Cash held at end of year		**3,297,780**	**3,399,944**

a. Reconciliation of Cash Flows from Operations with Profit attributable to the Entity

	2018 $	2017 $
Profit attributable to the Entity	212,110	219,193
Non-cashflows in profit		
Add Depreciation	269,005	265,856
Add Loss / (Less Profit) on Sale of Assets	(17,991)	(8,729)
Add decrease / (Less increase) in market value of Investments	(354)	(4,770)
Changes in assets and liabilities		
(Less increase) / Add decrease in Debtors	63,422	(77,664)
(Less increase) / Add decrease in Prepayments	31,143	(34,646)
(Less increase) / Add decrease in Stock	(50,499)	(127,099)
Add increase / (Less decrease) in Creditors & Accruals	94,211	158,062
Add increase / (Less decrease) in Provisions	90,138	(14,438)
Add increase / (Less decrease) in Income in Advance & Unspent	(89,057)	317,080
Cash Flows from Operating Activites (above)	**602,128**	**692,845**

Lifeline Darling Downs & South West QLD Ltd
Notes to The Financial Report
For The Year Ended 30 June 2018

Note 1: Statement of Significant Accounting Policies

The financial report is for Lifeline Darling Downs and South West Queensland Limited ("the company") as an individual company. The company is a company limited by guarantee, incorporated and domiciled in Australia. The registered office is 33 Russell Street, Toowoomba, and the principal place of business is 33 Russell Street, Toowoomba. The principal activities of the company during the financial year were to provide counselling services through the provision of mentoring, support and intervention programs.

Basis of Preparation

The directors have prepared the financial report on the basis that the company is a non-reporting entity because there are no users who are dependent on its general purpose financial report. This financial report is therefore a special purpose financial report that has been prepared in order to meet the requirements of the Australian Charities and Not-for-profits Commission Act 2012. The company is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards.

The financial report has been prepared in accordance with the mandatory Australian Accounting Standards applicable to entities reporting under the Australian Charities and Not-for-profits Commission Act 2012 and the significant accounting policies disclosed below, which the directors have determined are appropriate to meet the needs of members. Such accounting policies are consistent with those of previous periods unless otherwise stated below.

The financial report has been prepared on an accruals basis and is based on historical costs unless otherwise stated in the notes. It is presented in Australian Dollars, rounded to the nearest dollar. The accounting policies that have been adopted in the preparation of the report are as follows:

Accounting Policies

(a) Revenue

Revenue from the sale of goods is recognised upon the delivery of the service to the customers.

Revenue, including grant revenue, received to perform a service or complete a project is recognised as the service/project is delivered.

Donations and bequests are recognised as revenue when received unless they are designated for a specific service/project, in which case they are recognised once the service/project is delivered.

Interest revenue is recognised on receipt.

All revenue is stated net of the amount of goods and services tax (GST).

(b) Property, Plant and Equipment

Each class of property, plant and equipment is carried at cost less, where applicable, accumulated depreciation and impairment losses.

Property

Freehold land and buildings are included at valuation. All freehold land and buildings were independently revalued during 2011/12.

Plant and Equipment

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

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

Depreciation

The depreciable amount of all fixed assets including buildings, but excluding freehold land, is 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:

Class of Fixed Asset	Depreciation Rate
Buildings	2.50%
Plant and equipment	5% - 27%

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance date.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are included in the income statement. When revalued assets are sold, amounts included in the revaluation reserve relating to that asset are transferred to retained earnings.

(c) Stock

Stock that has been donated has been acquired at no cost. Although it is not obliged to, the company complies with AASB 102 whereby stock acquired for no cost is valued at the current replacement cost as at the date of acquisition. "Current replacement cost as at the date of acquisition" is considered to be the selling price at year end.

A physical count of stock is made at all locations at the end of the financial year.

(d) Leases

Leases of fixed assets where substantially all of the risks and benefits incidental to the ownership of the asset, but not the legal ownership, are transferred to the company are classified as finance leases.

Finance leases are capitalised, recording an asset and a liability equal to the sum of the minimum lease payments, including any guaranteed residual values.

Leased assets are depreciated over their estimated useful lives where it is likely that the company will obtain ownership of the asset. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period.

Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are recognised as expenses when incurred.

(e) Financial Instruments

Derivative financial instruments

The company has no derivative financial instruments.

Non-derivative financial instruments

Non-derivative financial instruments comprise the following accounts: Cash and Cash Equivalents, Debtors, Trade Creditors, Loans.

Non-derivative financial instruments are recognised initially at fair value at the date the company commits itself to either purchase or sell the asset (ie trade date accounting is adopted).

Subsequent to initial recognition, non-derivative financial instruments are measured as follows:

Cash and Cash Equivalents are carried at amounts due. Cash and Cash Equivalents include cash on hand and petty cash, deposits held at call with banks, and other short-term highly liquid investments.

Debtors, creditors and loans are stated at their amortised cost. *Amortised Cost* is calculated as the amount as which the financial asset or liability is measured at initial recognition less principal repayments, agreed offsets and any reduction for impairment.

(f) Employee Benefits

Provision is made for the company's liability for annual, long service and toil leave arising from services rendered by employees at the reporting date.

The provisions for annual leave and toil leave are calculated using normal rates and loading where applicable.

The provision for long service leave is calculated from when the employee first commences. Hence, in many cases, a provision is made for which there is no legal entitlement. However, the directors have made this decision based on the government's policy of providing subsidies which include an allowance for long service leave for all employees. The provision for long service leave for employees receiving salary benefits is calculated at their 'gross' rate as per the award, that is the rate they would receive if they elected not to receive salary benefits. This is based on the assumption that most long service leave is taken on termination.

Where an employee has reached 7 years of service, and the employee is therefore entitled to receive payment of long service leave in certain circumstances, the long service leave liability is classified as a current liability as the company does not have any unconditional right to defer settlement of the liability for at least 12 months after the reporting date. The obligation to settle could occur at any time.

The company has calculated the provision for sick leave based upon the expected wages to be outlaid should employees take long term sick leave.

Contributions are made by the company to an employee superannuation fund and are charged as expenses when incurred. The company has no legal obligation to provide benefits to employees on retirement.

Lifeline Darling Downs & South West QLD Ltd
Notes to The Financial Report
For The Year Ended 30 June 2018

(g) 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 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. Accordingly, investing and financing cash flows are presented in the statement of cash flows net of the GST that is recoverable from, or payable to, the Australian Taxation Office.

(h) Unexpended Grants / Grants in Advance / Income in Advance

Unexpended grants are the unspent portion of government funding received to provide services in the current or previous financial years, where there is a requirement to return any unspent money.

Grants in Advance are government funding received for services to be performed in future financial years.

Income in Advance is non-government funding received for services to be performed in future financial years.

(i) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held at-call with banks and other short term highly liquid investments.

(j) 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.

(k) 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 reporting date.

(l) Comparative Figures

Where required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year.

(m) 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 by the company.

Key estimates

(i) *Stock*

Donated stock on hand at year end of $910,347 is recognised at replacement cost, determined as being equal to selling price at year end.

Lifeline Darling Downs & South West QLD Ltd
Notes to The Financial Reports
For the Year Ended 30 June 2018

	2018 $	2017 $
Note 2: Auditor's Fees		
Audit of the financial statements	13,000	12,750
Acquittals of government grants	9,250	9,250
Total	**22,250**	**22,000**
Note 3: Debtors		
Debtors	57,956	126,608
Less:Provision for Doubtful Debts	(10,961)	(16,190)
Total	**46,995**	**110,418**
Note 4: Property Plant and Equiptment		
(a) Land and Buildings		
Land & Buildings at Valuation	6,436,003	6,049,110
Less: Accumulated Depreciation	(10,961)	(16,190)
Total	**6,446,964**	**6,065,300**
(b) Plant and Equiptment & Motor Vehicles at Cost		
Plant, Equipment & Motor Vehicles at cost	1,532,660	1,400,491
Less: Accumulated Depreciation	(10,961)	(16,190)
Total	**1,543,622**	**1,416,681**

Note 5: Reserves

Asset Revaluation Reserve
This reserve records the revaluation of property, plant and equipment.

Note 6: New Accounting Standards for Application in Future Periods

The Australian Accounting Standards Board has issued new and amended Accounting Standards and Interpretations that have mandatory application dates for future reporting periods and which the company has decided not to early adopt. The company does not anticipate early adoption of any such Accounting Standards, and does not expect them to have any material effect on its financial report.

Note 7: 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 $10 towards meeting any outstanding obligations of the company. At 30 June 2018, the number of members was 10.

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Lifeline Darling Downs & South West QLD Ltd
Responsible Persons' Declaration
For the Year Ended 30 June 2018

The directors of Lifeline Darling Downs and South West Queensland Limited ("the company"), being the responsible persons of the company, have determined that the company is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies described in Note 1 to the financial statements.

The directors of the company declare that in their opinion:

1. There are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable, and

2. The financial statements and notes satisfy the requirements of the *Australian Charities and Not-for-profits Commission Act 2012*.

This declaration is made in accordance with a resolution of the board of directors and is signed in accordance with s60.15(2) of the *Australian Charities and Not-for-profits Commission Regulation 2013* for and on behalf of the board of directors by:

Director: ____________________

Dated this 25th **day of** September 2018

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Independent Auditor's Report
To the Members Of
Lifeline Darling Downs And South West QLD Limited

Report on the Financial Report

We have audited the accompanying financial report, being a special purpose financial report of Lifeline Darling Downs and South West Queensland Limited ("the company") which comprises the statement of financial position as at 30 June 2018, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information and the responsible entities' declaration.

Directors' Responsibility for the Financial Report

The directors of the company are responsible for the preparation of the financial report and have determined that the accounting policies described in Note 1 to the financial report, which form part of the financial report, are appropriate to meet the requirements of the Australian Charities and Not-for-profits Commission Act 2012 and are appropriate to meet the needs of the members. The directors' responsibility includes 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 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 judgment, 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 company'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 company'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.

Auditor's Opinion

In our opinion the financial report of Lifeline Darling Downs and South West Queensland Limited is in accordance with the Australian Charities and Not-for-profits Commission Act 2012, including:

(i) giving a true and fair view of the company's financial position as at 30 June 2018 and of its performance for the year ended on that date; and

(ii) complying with Australian Accounting Standards to the extent described in Note 1, and the Australian Charities and Not-for-profits Commission Regulation 2013.

Emphasis of Matter

Without modifying our opinion, we draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the directors' financial reporting responsibilities under the Australian Charities and Not-for-profits Commission Act 2012. As a result, the financial report may not be suitable for another purpose.

Name of Firm:	Baulch & Associates Chartered Accountants
Name of Director:	BPBaulch B.P. Baulch
Address:	135A Russell Street, Toowoomba QLD 4350
Dated this	26th day of September 2018

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IMPORTANT ACKNOWLEDGEMENTS & THANKS

CORPORATE DONORS

PB Agrifood
DFS Insurance Services
Osborne Restaurant
Kingsthorpe Playgroup
Kitchener Street Dental
Clearvision Accountancy Group

CORPORATE SPONSORSHIPS

Clive Berghofer Land Sales
Create Financial Solutions
Bulloo Shire
For the People Balonne Shire Council
FKG Group
maranoa Regional Council
Greenridge Press
Highfields Village Shopping Centre
Queensland Cotton
pbAgrifood
The Chronicle
University of Southern Queensland
Daily News

GRANTS – CHARITABLE ORGANISATIONS – FOUNDATIONS

Brazil Family Foundation
Order of St John Knights of Jerusalem Hospitaller
Impact Philanthropy
Order of the Eastern Star Darling Downs Chapter No 140 OES

SERVICE CLUBS

Lions Club of West Toowoomba
Lions Club of Toowoomba Inc
QCWA Condamine Valley Warwick Branch
Toowoomba Apex Club
Lions Club Clifton
Clubs Queensland

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SCHOOLS

Centenary Heights SHS

MEDIA PARTNERS

Dalby Herald
Toowoomba Newspapers
Warwick Daily News
Western Times
Southern Cross Austereo
ABC Radio Southern Queensland
4AK/4WK
864 Triple M
4RRFM
88.1FM

GOVERNMENT FUNDING DEPARTMENT ACKNOWLEDGEMENTS

State Government

Department of Communities, Disability Services and Seniors
Department of Child Safety, Youth and Women
Department of Employment, Small Business and Training
Department of Environment and Heritage Protection
Department of Health
Department of Housing and Public Works
Office of Liquor and Gaming Regulation
Office of Justice and Attorney-General
Department of Local, Racing and Multicultural Affairs

Federal Government

Department of Social Services
Department of Health and Ageing
Office of the Prime Minister and Cabinet

Other Funding Bodies:

Darling Downs and West Moreton PHN
Toowoomba Regional Council
Western Qld PHN
RHealth