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 Darling Downs, 4WK, 102.7 FM Toowoomba and Southern Cross Austereo, WIN Television, Channel Seven Queensland, High Country Herald and other rural papers for their support throughout the year.

BOARD OF DIRECTORS

(1 October 2019 to 30 September 2020)

Board Executive

Andrew Taylor
Chairman

Beck Borger
Deputy Chairman

Alex Terwijn
Treasurer

Directors

Maryanne Long

Ron Hampton
Human Services Liaison

Cath Rogers

Nadja Jones

Rob Craig

John Henderson

Darryl Bates

Alan Dean

Denise Quinn

Dale Murrie (resigned Nov' 2019)

Ian Rosenberger - *Ex-Officio*

Harold Crane - *Ex-Officio (resigned Dec' 2019)*

Kristy Hogarth - *Ex-Officio*

Ben Hooper - *Ex-Officio*

History of Board Chairpersons

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

Life Members

Miss Ethel Fick OAM (dec'd)

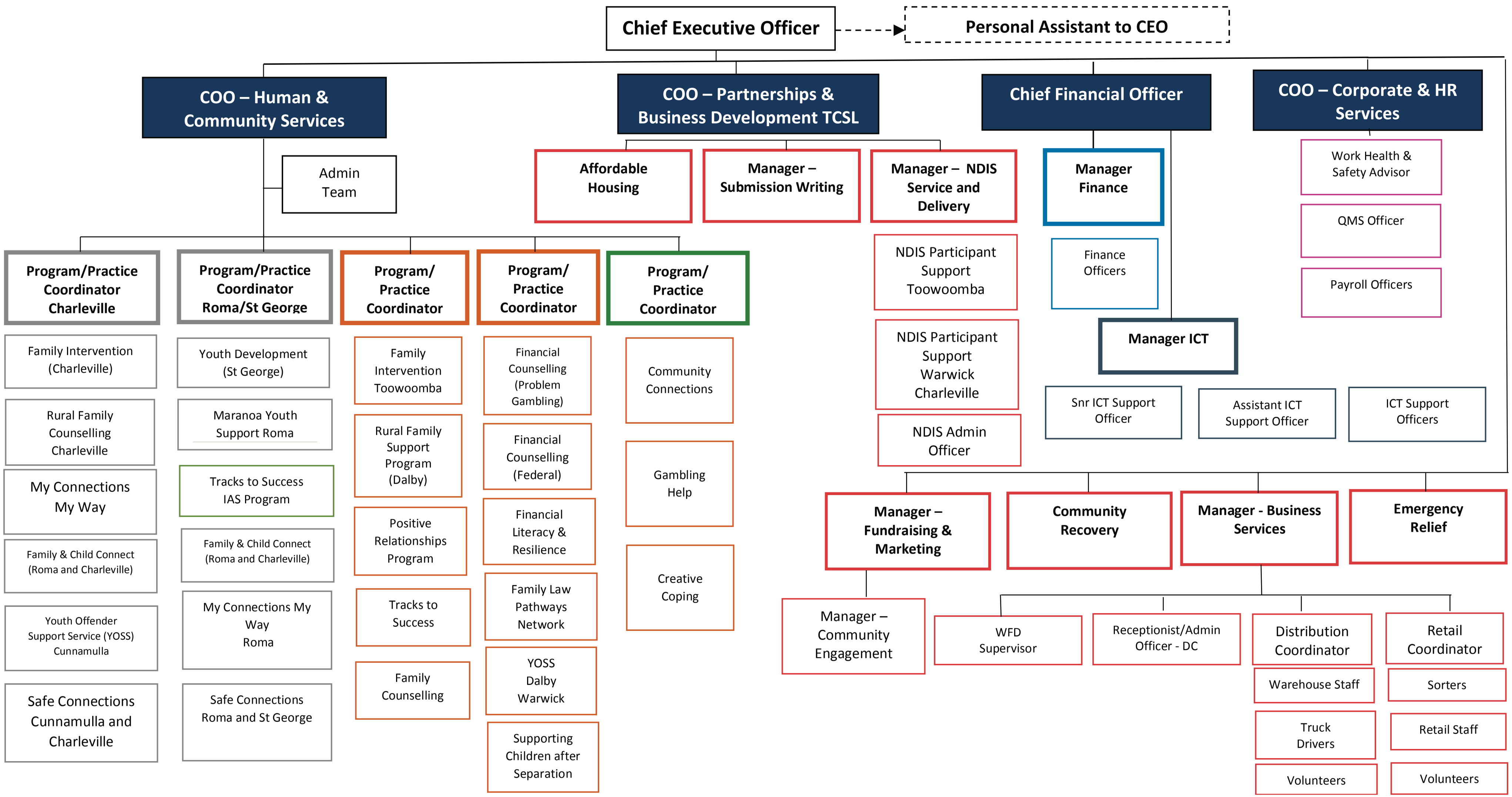
Rev Noel Park OAM

OUR HISTORY (1975 - 2020)

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
MAR 2019	Offical opening of the new look Wilsonton Shopping Centre
MAR 2019	Purchase of building 14-16 McDowall Street Roma for offices.
APR 2019	Return to the Titanic Fundraising Dinner, raised $15,000.
JUN 2019	Opening of second Containers for Change depot in Dalby.
JULY 2019	Transfer of LOL trademark from CivicCare
MAR 2020	40th Chronicle Lifeline Bookfest
APR 2020	Temporary closure of shops as a direct result of COVID-19

WHOLE OF ORGANISATION STRUCTURE



ABOUT US

45 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

25 LOCATIONS

STAFF EMPLOYED IN 2019	212
STAFF EMPLOYED IN 2020	247

Containers for Change
TOOWOOMBA

Containers for Change
DALBY

WE ARE PROUD TO HAVE ESTABLISHED OFFICES IN CUNNAMULLA, CHARLEVILLE, DALBY, ROMA, ST GEORGE, TOOWOOMBA AND WARWICK

We have shops in 15 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.

15,500
PEOPLE RECEIVING CARE AND SUPPORT

•••

377
NDIS CLIENTS

•••

260+
DEDICATED VOLUNTEERS

•••

OVER THE PAST 12 MONTHS OUR VOLUNTEERS DONATED AN ESTIMATED
10,000 HOURS
IN VITAL WORK TO SUPPORT OUR ORGANISATION

BOARD CHAIRMAN

Andrew Taylor

Lifeline is about helping people.

I believe that every person who is associated with Lifeline strives to help someone else. Whether it be a volunteer or a member of the Executive Management team, everyone is working together to help those who need it.

It is my pleasure to present the Chairman's report for 2020.

This year, our organisation has experienced exceptional growth. We have 247 staff and 260 volunteers who have helped us work toward our goal. As a board we are extremely grateful to every single person for the work that they do to make our organisation one of the most well regarded in our region.

The board has continued to meet monthly this year. We also held special meetings when COVID developed so that we could work through how we should respond as an organisation. Many of our board meetings were held via Skype. We would like to thank all of our staff and volunteers who responded so well in such difficult and uncertain times.

You will read in the following pages, our achievements over the past 12 months. As a board, we are always thankful and amazed at the good work that our people do every day.

It is very pleasing for us to be in a strong financial position. This allows us the ability to respond quickly to any needs that arise in the organisation. As always, the funds that we are able to raise are all used in our region. We have been fortunate to have been able to acquire some properties and also renovate others. Each decision that we make is focused on ensuring that we properly resource our staff and volunteers.

I would like to thank my fellow board members for all the hard work they have put in this year. The board is made up of very talented people who each bring their own skill set to the organisation. It has been an honour to lead the board this year. My thanks also to the members of the Executive Management Team and the managers for your tireless work.

Whilst we take this time to reflect and applaud our achievements, we also look forward to the challenges that lie ahead and how we can respond as an organisation to help those who need it.

Andrew Taylor
Chairman

TREASURER'S REPORT

Alex Terwijn - Treasurer

Overview

I am pleased to present my Treasurer's Report for the 2019-2020 Financial Year for Lifeline Darling Downs and South West Queensland Limited (LDDSWQL).

Total Income of $18,658,734 earned in the 2019-2020 financial year was the highest in LDDSWQL history and was up 5.5% on last year. The 2019-20 income was achieved even though economic activity in the general community was constrained because of the impact of the COVID-19 pandemic. Our ongoing gratitude is given to the many businesses and individuals who continue to extend their support and generosity to our organisation through their direct and inkind donations. We are also very appreciative of the rent waivers that the vast majority of our landlords gave LDDSWQL whilst our stores were closed.

The 2020–2021 financial year budget forecast provides for total income to reach $20 million.

The profit for the year of $727,261 (Loss of $104,016 last year) was an excellent result that will be partially used to fund significant capital works in Roma and Charlieville in 2020-21. This will allow for an increased presence and services in our Western regions for many years.

During COVID-19, LDDSWQL has met the increase in demand for its community and support services across more than 450,000 square kilometres. These needs could not have been met without the never waivering commitment and dedication of our staff and volunteers.

Total Income

Major contributing factors to the $973,079 increase in Total Income include the following:

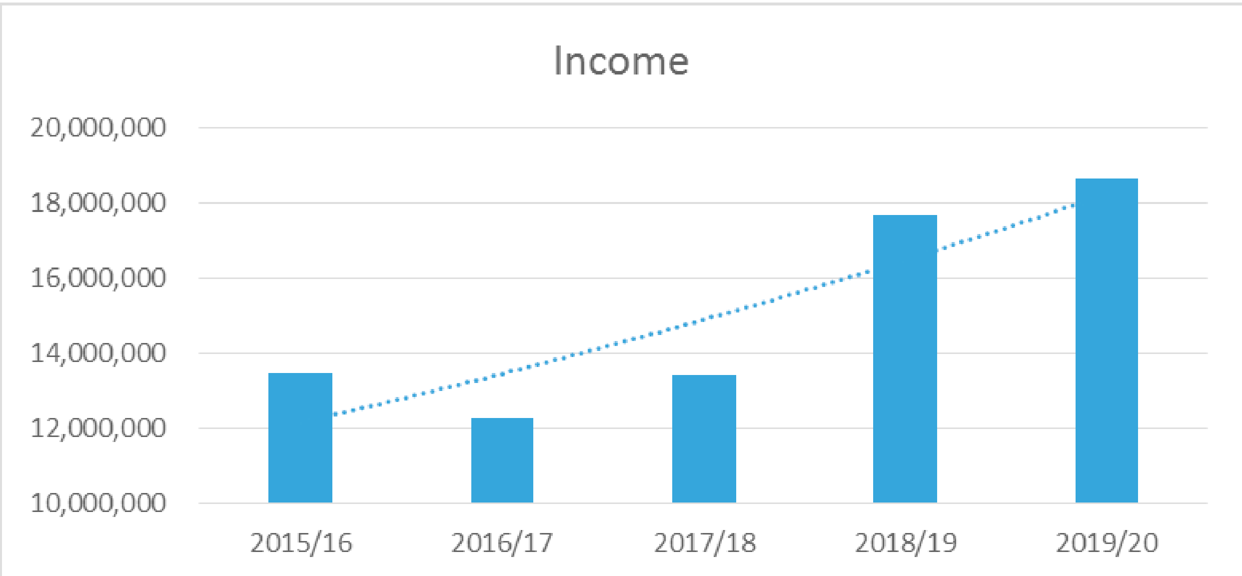
Positive Factors:

- Tranquillity Care Services (TCS) income was up $2,546,600 or 86% on last year. This ongoing growth demonstrates the high level of care and support that LDDSWQL is providing via TCS to our clients with a disability.
- Because of the impact of COVID-19 on our revenue, LDDSWQL received extraordinary income of $1,159,500 in financial support through the Federal Government Jobkeeper and Stimulus packages and a $100,000 fee waiver by Lifeline Australia.

Adverse Factors:

- COVID-19 forced the temporary closure of all our shops in April and a partial temporary closure in May. Retail sales were $495,909 or 11% down on last year. It was pleasing to note that retail has recovered strongly in all our stores in subsequent months.
- A long running major program Partners in Recovery (PIR) was concluded in the first quarter of the financial year. This program had in previous years delivered nearly $2.5 million of income matched by expenditure each year.

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



continued overleaf

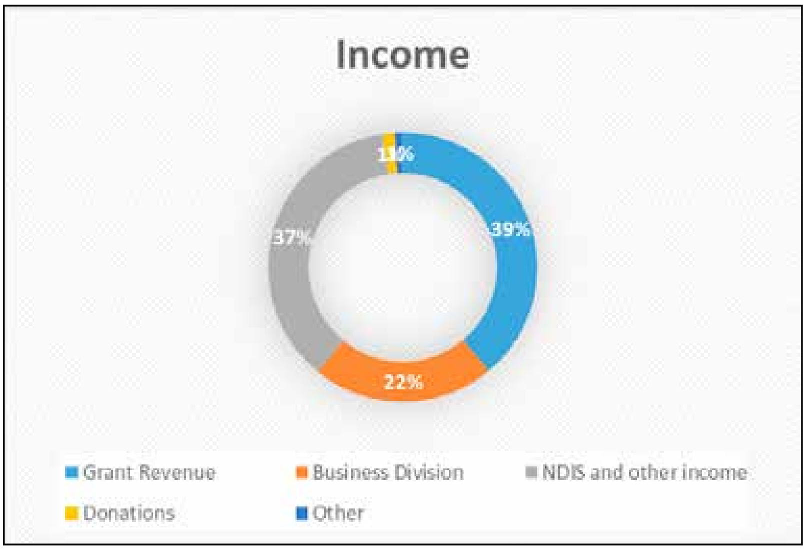
Total Expenditure

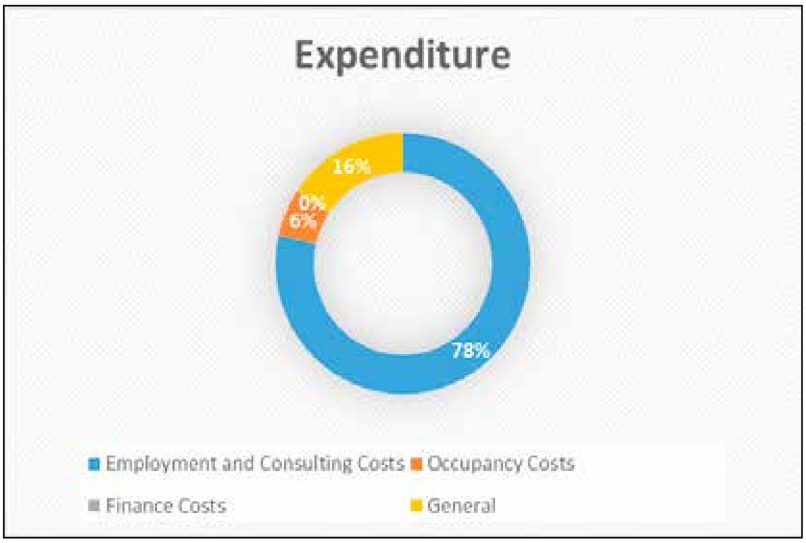
Total Expenditure of $17,931,473 was only slightly up on last year's $17,789,671.

The major contributing factor to the increased expenditure was the employment of additional staff during the year in line with increased revenue to support NDIS Services provided to participants. As a result, Salaries, Wages and On Costs and Superannuation were $2,673,947 higher than last year. This increase was mainly offset by a reduction of $2,176,532 in Consultancy Fees due to the completion of the PIR program.

Financial Highlights

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





Baulch & Associates conducted an independent audit of the Financial Statements for the year ended 30 June 2020 and have provided an "unqualified audit opinion". This is testimony to the professionalism of our finance team headed by Colin Aynsley as CFO.

The 2020-2021 budget has been approved and adopted by the Board and our 247 staff and 350 volunteers relish the year ahead as we pursue our vision of "We exist to build strong communities which empower people to live to their full potential".

CHIEF EXECUTIVE OFFICER

Derek Tuffield OAM

EXECUTIVE MANAGEMENT TEAM

Chief Executive Officer

Derek Tuffield

Chief Financial Officer

Colin Aynsley

Chief Operating Officer - Corporate and Human Resources

John Pearson

Chief Operating Officer - Human and Community Services

Rachelle Patterson

Chief Operating Officer - Partnerships and Business Development

Rodney Watton

Personal Assistant to the CEO

Robin Waldie

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

Achievements

There are several wonderful achievements which occurred during the 2019/20 financial year. (2020 will be remembered as the year of Coronavirus)

JULY 2019

Transfer of trademark ‘Loads of Love’ from Civic Care to LDDSWQL

AUGUST 2019

Appointment of Matt Gregg – Manager Community Engagement

OCTOBER 2019

Community Recovery activation following Stanthorpe bushfires.

NOVEMBER/DEC 2019

Community Recovery activation following Crow’s Nest and Millmerran bushfires.

NOVEMBER 2019

First lunchtime AGM held in Toowoomba on 11 November 2019

DECEMBER 2019

Lifeline ‘Loads of Love’ Christmas Appeal

JANUARY 2020

Leasing of respite accommodation in Toowoomba

FEBRUARY 2020

The Lions Club of West Toowoomba donation of $27,500 from the Toowoomba Christmas Wonderland annual event in December 2019

FEBRUARY 2020

Community Recovery staff sent to Gippsland Victoria to assist with Bushfire Recovery efforts

MARCH 2020

The 40th Chronicle/Lifeline Bookfest ($72,000)

MARCH 2020

HSQF and Quality & Safeguards Audit conducted

APRIL 2020

Temporary closure of our shops as a direct result of COVID-19

APRIL 2020

Tranquillity Care Services relocated from the Distribution Centre to 66 Neil Street, Toowoomba

APRIL-2020

Specialised Family Violence Services funding secured for 3 years

MAY 2020

Community Recovery activation following Moranbah Qld

MAY 2020

Lifeline ‘Share the Warmth’ Winter Appeal

MAY 2020

Appointment of John Pearson - COO-Corporate & Human Resources

JUNE 2020

Installation of solar at our SafeStart Units

JUNE 2020

Centenary Heights State High School Interact Club donates over 11,458 non-perishable food for Emergency Relief. (18th year of donations)

continued overleaf

Challenges Resolved

We leased new premises for Tranquillity Care Services for 24 months at 66 Neil Street Toowoomba. Successful installation of our new Mitel Telephone System. Introduction of a new Payroll System - Sage Micro-pay. The replacement of our accounting system with Microsoft Business Central.

Future Challenges

With the continued growth of our NDIS program, suitable office space going forward will be a challenge for 2020/2021.

- The construction of a new book storage area at our Distribution Centre, 192A Stephen Street, Toowoomba.
- The construction of additional office space at our 65 Edward Street, Charleville Office.
- The completion on the eastern section of our spare office space at 14 McDowall Street, Roma, known as suite 2.

Future goals

We continue to develop our organisational resources in helping to position our organisation for the future. We are achieving this through:

- Succession planning for key positions.
- The introduction of our new accounting package Microsoft Business Central in early July 2020.
- Expansion of Container for Change depots in our region of operation.
- Continued expansion of our Tranquillity Care Services.
- Opening a new shop at Highfields by November 2020.
- The installation of solar panels on 14-16 McDowall Street, Roma

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.

- CatholicCare Toowoomba – Family Law Pathways subcontracting.
- Flexi-school Intergenerational Mentoring Hub in partnership with Centenary Heights State High School, University of Southern Queensland, The Older Men's Network, East Creek Community Centre, Rotary Club of East Toowoomba, and Toowoomba Regional Council.
- Lions Club of Toowoomba West, Toowoomba Hospice and The Toowoomba Hospital Foundation – Christmas Wonderland.
- Mercy Community Services - Family and Child Connect – Roma and Charleville
- Darling Downs and West Moreton PHN
- Re.Group – Return-It partnership as part of Containers for Change in Queensland.
- Relationships Australia Queensland – as lead organisation for our Gambling Help Services in Queensland.
- The Apex Club of Toowoomba – Emergency Relief support during COVID-19
- The Order of St John Hospitaller
- Robertson Scannell – Solving Common Business Problems

Partnerships & Business Development

COO - Rodney Watton

Rodney has enjoyed a demanding, rewarding, successful and challenging past 12 months. He continues to work with our Manager Service Development NDIS, Melissa Volp to further develop and expand our NDIS services. He has been busy with the further development of the Toowoomba Housing Hub and has worked closely with the Department of Housing. The impact of COVID-19 has also provided many challenges for Rodney in striving to keep all his staff safe and well but at the same time delivering vital front-line services to our diverse client base. Rodney has also worked closely with Louise Kennett, our Manager Submission Writing, who has also enjoyed a successful year in securing some outstanding funding in a wide variety of new and existing areas for our organisation. Rodney's knowledge and understanding of ICT platforms, Power-Apps and operating systems, combined with the introduction of new accounting software Microsoft Business Central and Sage Micro-pay have helped develop our new "Data Integrated Platform" for the future.

Human and Community Services

COO-Rachelle Patterson

Another outstanding and very demanding year for Rachelle as she continues reshaping and developing her staff in the Human and Community Services Division and managing the challenges of COVID-19. Rachelle also took supervision of the Russell Street Administration Team and Craig Lincoln our Work Health and Safety Advisor while the COO-Corporate and Human Resources position remained vacant. Likewise, she has worked extremely closely with Debbie Olsen, Alison Casey, Darren Tomlinson, and Samantha Cornelius (resigned 18 May 2020) our Program and Practice Coordinators and her Human and Community Services staff. Rachelle's experience and leadership have strengthened our operational capacity with increased client service delivery.

Finance (Payroll & Accounts)

CFO – Colin Aynsley

During the past 12 months Colin has introduced Business Central and Sage Micro-pay as part of the continuous development of our accounting systems as we head to the new financial year of 2020/2021. I also wish to acknowledge Lea Bausch our Manager Finance and all the members of the finance team for their dedication, professionalism, and support during 2019/20. Both the Finance and Payroll teams have seen significant development over the past 12 months. Both teams have seen increase in staff numbers plus they have also witnessed significant growth and additional training to help manage the increase in workload and organisational growth.

Corporate and Human Resources

COO – John Pearson

For the majority of the past 12 months, the position of COO- Corporate and Human Resources remained vacant. Although we attempted to recruit to this important position it was not until 18 May 2020 that John Pearson joined our organisation with an extensive background in Corporate and Human Services. I have no doubt that John will prove to be a most valuable asset and we look forward to his leadership and commitment in helping us to strengthen our Human Resources in the months and years ahead.

Business Services

Manager – Angela Klein

The past 12 months have proved to be an incredibly challenging time for our Manager Business Services, Angela Klein. The impact of COVID-19 has raised various operational challenges never experienced by our Business Division in the past 44 years. Keeping our Business Division staff and volunteers safe and well has been a priority and required her leadership, drive, and commitment. Angela has been extremely well supported by Barbara Dallinger, Retail Coordinator, Stephen Pennells, Distribution Centre Coordinator and many other staff and volunteers. Early indications are that the net profitability of our Business Division will be significantly reduced as a direct result of COVID-19 following the temporary closure of our shops. We accessed JobKeeper to help keep our business staff employed and reduce the impact on our organisation's financial bottom-line. During the new Financial Year Angela will celebrate 25 years of service with Lifeline Darling Downs and South West Queensland Limited.

Fundraising and Marketing

Manager - Kirsten McGovern

The past 12 months witnessed an increase in our Fundraising and Marketing Team for Kirsten McGovern following the appointment of Matt Gregg as the Manager Community Engagement in August 2019. With the growth of our organisation in 2019/20, the need to increase our fundraising and marketing capability became clear. We also achieved the establishment of our new website www.lifelinedarlingdowns.org.au after 10 months of concentrated effort. With the impact of COVID-19 the need to increase our social media footprint was also essential and achieved. Kirsten has worked tirelessly over the past 12 months with Matt Gregg and has achieved another successful year as Manager Fundraising and Marketing.

Community Engagement

Manager - Matthew Gregg

Matt was appointed in early August 2019. He is a well-known local Toowoomba identity and important addition to our Fundraising and Marketing Team. His knowledge and expertise

continued overleaf

of social media, community relationships and his interest in Toowoomba's youth have made him an asset to help strengthen our Fundraising and Marketing team.

Personal Assistant (PA)

Robin Waldie

I know that any Chief Executive Officer would agree with me that having the support of a highly organised, forward thinking and supportive Personal Assistant is essential in today's busy workplace. Robin has been my PA for 6 years and she has been the Minute Secretary to the Board of Directors for this same period of time. Over the past several years Robin has been actively involved in speaking with drought affected farmers and their family members. This can certainly be challenging at times but it has also been rewarding for her. Each year she has made a valuable contribution to the work and values of our organisation.

Community Recovery

Even though 2020 will be remembered as the year COVID-19 impacted on the world with hundreds of thousands of people dying as a direct result, Australia experienced its own share of natural disasters. These included a prolonged drought lasting more than 7 years, devastating bushfires locally in Stanthorpe, Crows Nest and Millmerran, flooding in far north Queensland, responding to a mining disaster explosion in Moranbah Central Queensland and assisting Lifeline Australia in supplying support to Lifeline Gippsland following devastating fires earlier this year. I wish to express our sincere thanks and appreciation to all of our highly experienced Community Recovery Workers for their willingness to respond, often at short notice, and provide psychological first aid to locals directly affected by national disasters in the past 12 months.

Sustainability – Environmentally

During 2019/2020 we have continued as part of our Sustainability strategic focus to install solar panels on all properties owned by LDDSWQL. This year we have successfully installed 20 solar panels on our SafeStart Units in Toowoomba. Over the past 8 years we have installed solar panels at 33 Russell Street, 192A Stephen Street, 1 Patrick Street, Dalby, 138 Victoria Street, St George and 65 Edward Street, Charleville. Our next property for solar will be 14-16 McDowall Street, Roma. Reducing our carbon footprint is extremely important for our growing organisation. I wish to acknowledge the financial support of Heritage Bank via their annual Charity Golf Day who contributed approximately 50% of the total installation costs of the solar panels at the SafeStart units.

Rainbow Connections

The Rainbow Connections Committee has continued to meet via SKYPE or limited Face-to-Face socially distanced meetings during the past 12 months, following the impact of COVID-19. This committee is focused on increasing awareness and increasing a greater understanding of the challenges that members of the LGBTIQA+ community encounter in Toowoomba and surrounding districts. During the first 6 months of 2020, LDDSWQL joined the "Welcome Here Project". The Welcome Here signs are now displayed at all of our offices in Toowoomba, on the Darling Downs and in South West Queensland. The Rainbow Committee members include Lynnette Pirie, Sharyn McCarthy, Thomas Coyne, Louise Kennett, Rob Nielsen, Kirsten McGovern, Rodney Watton and Derek Tuffield. For more information about the Rainbow Connections committee, please contact LDDSWQL on 1300991443 during normal business hours.

Conclusion

The past 12 months have once again proved incredibly challenging with COVID-19, and managing the safety and wellbeing of our staff, volunteers, clients, and customers. 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

John Pearson

THE TEAM

Chief Operating Officer
Corporate and Human Resources

Payroll Co-ordinator
Rebecca Waterfall

Payroll Officer
Christine Foulds

Workplace Health and Safety Advisor
Craig Lincoln

Achievements

A number of longer-term projects were initiated during May and June 2020, designed to develop and deploy innovative people management frameworks. In addition, a review of some of the current day to day operational processes resulted in changes to documentation and process to ensure compliance with our legislative responsibilities.

The main initiatives developed were.

- **Implementation of ConnX HR Software**

  The ConnX software was purchased in Mid-2019 and a priority is to have it implemented to enable LDDSWQL to gain leverage from the system and improve the efficiency of HR processes.

  With the assistance of the software provider an implementation plan has been developed to roll out the different modules by the end of 2020. The initial phase of reviewing current HR processes and data integrity was commenced along with consultation of key stakeholders in the HR system.

- **Workplace Health and Safety Management System**

  A plan has been put in place to adopt a workplace health and safety improvement system based on the National Self-insurers Audit Tool to guide the provision of a safe and healthy working environment for everyone in the workplace. The following principles will be applied:

  - Workplace health and safety risk management will be considered in our management and strategic planning processes. All staff (employees and volunteers) including management have an obligation to work in a safe manner in accordance with established health and safety practices.
  - All staff will be adequately trained in all relevant facets of workplace health and safety.
  - Communication and consultation will occur throughout LDDSWQL relating to all relevant workplace health and safety matters.
  - Workplace health and safety performance will be monitored and measured through setting of goals and objectives and measured against appropriate benchmarked metrics.

  The management framework will also provide guidelines for management of workplace health and safety by:

  - Assisting in complying with LDDSWQL's legal obligations
  - Providing a means of demonstrating due diligence
  - Setting standards for recording and reporting of information for the purpose of improving the management of WHS
  - Ensuring that WHS becomes a significant component of good business practices within LDDSWQL.

- **Strategic Workforce Planning and Analysis Framework**

  LDDSWQL's Strategic Plan recognises that we need a skilled and dedicated workforce.

  To meet this objective a strategic workforce management framework is being developed. In its simplest terms, the strategic workforce management plan is about ensuring 'the right people, with the right skills, in the right place, at the right time with the right resources' to support LDDSWQL in meeting its organisational objectives. To deliver the strategic workforce management framework at LDDSWQL, three areas of focus have been identified:

  - Employee Attraction and Recruitment.
  - Employee Retention, Engagement and Development; and
  - Strategic Workforce Planning and Analysis.

It is anticipated that completion of the framework leading to the development of a LDDSWQL Strategic Workforce Plan will be ready for implementation in early 2021.

COVID-19 return to work plans

Until the development of a COVID-19 vaccine, the virus is likely to continue to pose a risk.

A comprehensive set of COVID-19 return to work plans were developed to allow staff and volunteers to return safely to work while keeping the risk of

continued overleaf

contamination as low as possible. Physical distancing measures, increased hygiene protocols and other precautions have been implemented across all sites with tailored plans in place for each work site These arrangements evolved in response to changes in Government directives to ensure that our workplaces remain safe and compliant with the directives.

Payroll Section

As part of the move to develop a comprehensive Human Resources function the Payroll section was relocated into the Human Resources area in April 2020. In preparation for this transition Christine Foulds joined the team in February 2020 as a Payroll Officer

During the course of the year the Payroll Section has been instrumental in the implementation of the EMPLive Client base and roster module for NDIS.

The successful implementation of new Payroll software was completed in December 2019 and this has proven to be a valuable tool not only for the streamlining of the payroll process but also as a significant platform for data uploads into the new ConnX Human Resources system.

The COVID-19 pandemic also impacted upon the payroll section as it created considerable additional workload through the Federal Government's JobKeeper program.

Workplace Health and Safety

As mentioned above the Workplace Health and Safety Management System will be a major focus for the 2020/2021 year.

During the year the Safety Representative team has grown, giving us representatives at all of our counselling centres as well as the Business Division and Tranquillity Care Services. The team has actively been involved in setting up COVID-19 work plans for our worksites and these are now in place.

The team are also looking at a workplace Take 5 Risk Assessment and Safety Observation form in an electric format that will be rolled out through the organisation in the second half of 2020.

Breath testing of employees has now become one of our regular practices, with 530 tests completed with no positive test results during the year.

Our WorkCover Qld details for the year included 4 new claims since June 2019 of which all are now finalised. One long term claim is still ongoing but is being actively managed through regular contact with WorkCover Qld.

Our current safe work practices are reflected in our WorkCover Qld premiums again this year. Currently our industry rating has a premium rate of $2.25 per $100.00 of wages. LDDSWQL currently have a premium rate of $0.60 per $100.00 of wages significantly lower than the industry norm.

Changes to WorkCover QLD for Return to Work Co-ordinators in workplaces will come into effect in the second half of 2020 and planning is underway to ensure LDDSWQL is compliant with these changes.

Ongoing safety audits for our Work for the Dole sites were completed successfully, enabling the program to continue.

Staff training in Identifying and Responding to Abuse, Neglect and Exploitation was delivered to our Tranquillity Care and Human Services teams throughout January. As well, our Tranquillity Care Services staff completed training in Fire/Emergency response and Bullying and Harassment in the workplace.

As part of our sustainability initiatives, Stroke Awareness Sessions were delivered to staff during October and November 2019.

Our new Tranquillity Care Services office in Neil St was inspected and workplace safety requirements were implemented to ensure the obligations to provide a safe workplace for our staff and clients.

Workplace policies and procedures have been reviewed and updated as required by our Quality Assurance obligations.

Challenges

The challenges are also great opportunities for Corporate and Human Resources and LDDSWQL. The simultaneous rollout of the Workforce Planning Framework, Workplace Health and Safety Management system and the implementation of the ConnX Human Resources software will stretch the capacity of the team. These projects together with a refresh of day to day operating processes and documents and preparations for the upcoming enterprise agreement negotiations will also be resource intensive activities.

Once accomplished, all these projects will add significant value to both the short and long term objectives of LDDSWQ through having the right people, with the right skills, in the right place, at the right time.

Future directions

With the ongoing development of initiatives around Strategic Workforce Planning and the implementation of the ConnX HR software LDDSWQL will be well placed to develop flexible and appropriate employment and industrial frameworks that will support the strategic direction of the organisation

The focus will be on developing an understanding of the characteristics and composition of the current workforce, the environment in which it works and will work in the future and identifying the necessary skills, capabilities and aptitudes that will be required to achieve success for LDDSWQL.

PARTNERSHIPS & BUSINESS DEVELOPMENT

Rodney Watton

THE TEAM

Chief Operating Officer Partnerships & Business Development
Rodney Watton

Manager Tranquillity Care Services
Melissa Volp

Manager Submission Writing
Louise Kennett

Manager Service Integration (Toowoomba Housing Hub)
Helen McGrath

Community Educator
Rob Nielsen

Achievements

Partnerships and Business Development

- AHURI National Housing Conference – We were delighted this year to lead a delegation representing the Toowoomba Housing Hub Partners to the biannual NHC held in Darwin in August 2019. A fantastic opportunity to meet and learn from housing and homelessness specialists from Australian and International perspectives.
- Membership of Safer Toowoomba Regional Partnership – I was invited this year to join the focus group panel of the STRP with responsibility for homelessness. The focus of this work will be to link the work of the STRP with the work of the Toowoomba Housing and Homelessness Sector.
- Presentation at Microsoft and Partnership – The work to automate the Financial Intermediator Process for our NDIS plan management participants was profiled at a Microsoft Industry Day this year. I was not only pleased to have the opportunity to profile the work and our partnership with Configatek but it also provided an opportunity to develop a relationship with Microsoft that has subsequently provided significant benefits as we have plotted our future ICT needs.

Community Education and Training

I was happy a few years ago to include the community education and training that Rob Nielsen provides locally, throughout the state and interstate on behalf of the organisation in my portfolio. Rob volunteers his time to the organisation for the delivery of a range of training packages and as such makes a financial contribution to the organisation by forgoing trainer fees. These fees in turn make a direct contribution to the sustainability of the organisation. This year Rob contributed over $31,000. I would like to take this opportunity to publicly thank Rob for his contribution not only in terms of the cash contribution but also his direct contribution to the mission of Lifeline Darling Downs and South West Qld Ltd through education and training.

Submission Writing

Louise Kennett has again this year demonstrated her value to the organisation and the importance of this role to our growth and development into the future. In addition to securing significant resources for the organisation, Louise produced copy for a number of non-submission related projects including the development of the new website and other important collateral.

SafeStart – Transitional Accommodation Units

We had three tenants in the properties this year including one tenant for the whole period in one of the units. Longer stays and challenging behaviours are both symbolic of the sometimes complex lives of our tenants and the lack of affordable housing options for women escaping domestic and family violence. The SafeStart units continue to provide a vital resource and exit point for women and their families who have been impacted by DFV once they are ready to commence building a new life safe from abuse and violence.

Tranquillity Care Services

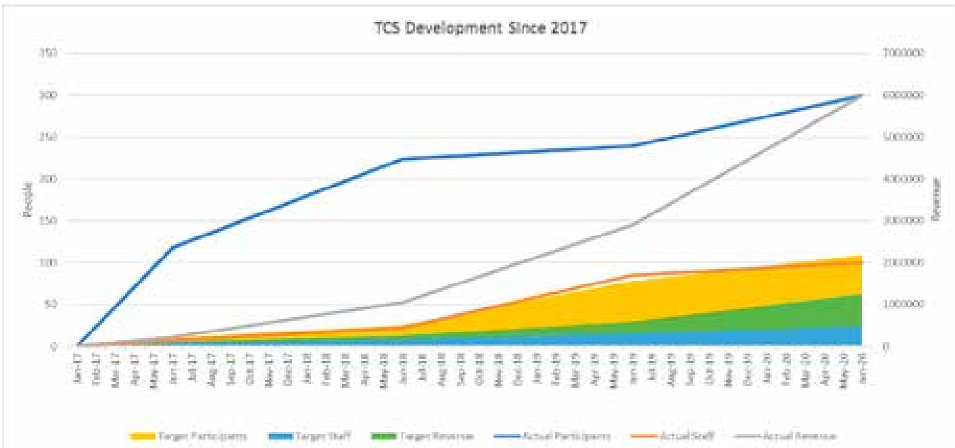
Another busy and successful year for Tranquillity Care Services (TCS), the division of the organisation that supports people living with a disability with a NDIS funding package. Manager TCS, Melissa Volp, has ably led her team through another year of significant growth and expansion that also included the management of vital service delivery during a pandemic. Notable achievements this year:

- Lodgement of NDIS re-registration and subsequent successful audit against our scope of registration. With the introduction of the NDIS Quality and Safeguards Commission all registered NDIS providers were invited to re-register to supply services and supports under the scheme. I am delighted to report that all active support categories have been recommended for re-registration and all inactive support categories (those included in our registration

continued overleaf

but which we do not currently provide) have been recommended for provisional registration. This two-stage audit examined every element of our service, testing our compliance with the NDIS Practice Standards.

- With the continued growth in services and staff, the division had absolutely outgrown its establishment accommodation at the Distribution Centre. I am happy to report that the service moved to new offices at 66 Neil Street, providing much needed additional space and a home for the service that provides more accessibility for both participants and staff. Unfortunately, the move to the new service centre coincided with the COVID-19 pandemic and this has meant we have not been able to properly celebrate the achievement with our staff and participants. However, we are hoping that the highly visible location will give us an opportunity to really profile the service and our new branding in the months to come.
- People living with disabilities are often disadvantaged in the housing market place. Recent changes to the Residential Tenancy Act regarding a person's "capacity to understand" the terms of a lease document while intended to protect people living with disabilities, has produced the unintended outcome of reducing the rental housing options for our participants. To this end we have commenced the establishment of Head Lease Arrangements this year, where the organisation enters into a lease arrangement with a property owner and then sub leases to our participants in a house share arrangement. This has proved very successful and provides the stable accommodation that many of our participants require to pursue their goal of living as independently as possible.
- We also established Short Term Temporary Accommodation and Assistance as a new service this year, based from a head leased property in Wilsonton Heights. This has proved to be very successful and provides a vital service to participants that may need a few days or weeks in a different location. This also provides support for families who sometimes require a break. The property can house up to 3 people and their support workers however it is normally only one or two participants staying at a time. We have had extremely good feedback from participants and families regarding the new service and demand for the service continues to grow.
- In business development terms TCS performance this year was outstanding, especially considering the difficult service delivery environment of the last 6 months. The team had over 100 staff members during the 19-20 financial year and revenue of $5.8M excluding income generated by the Financial Intermediator NDIS (FIN) Service. Over 300 participants received over 2000 hours of service delivery each week representing 57 FTE jobs. These are new jobs that have been created by the organisation since 2017. Melissa and her team have produced these outstanding outcomes while keeping their participants and their goals the focus of the service delivery and they should be commended for this outstanding result.



Graph: showing growth relative to targets set in 2016

Toowoomba Housing Hub

The Toowoomba Housing Hub and its funded backbone Community Connections Partner continued on our journey of system integration and customer centred service delivery. Helen McGrath has again led her team through what was at times a very challenging year. The Hub continues to deliver well beyond expectations and this is due in no small part to Helen and her team.

The focus for much of the year was the colocation of the Hub Service Delivery Model into the new Housing Service Centre. We were pleased that the existing space has been maintained and that the relocation ultimately was only to the office space adjacent to the former Hub, still at 10 Russell Street. As part of this process we established a model operating system for the new space that now needed to encompass the services of the Housing Service Centre while maintaining the Hub 'one stop shop with no wrong door' vision. I am happy to report the model put forward was endorsed and a contract extension awarded for the 20-21 financial year. We were a little sad on 14 June 2020 to close the doors on the old Hub that had been our temporary home from August 2018 but happy to join our colleagues in the new co-located HSC.

While the focus of our energy is mostly directed at the day to day service delivery at the Hub Place, we did manage to make some significant progress with our partners in some sector integration projects during the year. These included:

- Departmental adoption of information exchange as its Customer Relationship Management (CRM) tool. The Staff at the Hub provided significant input and advocacy for the adoption of a Content Management System (CMS) platform that could potentially be shared with the housing and homelessness sector. While this project still has a way to go before it will deliver seamless data integration between the sector and the Department, it is a huge first step that the Toowoomba Housing Hub partners can take some of the credit for.
- Youth Homelessness Round Table. A working party lead by our colleagues at Yellow Bridge Qld have commenced a multifactored response to youth homelessness in Toowoomba.
- Toowoomba Winter Shelter – Lifeline Darling Downs undertook to coordinate the potential adoption of a Victorian designed model for a moving homelessness shelter that used faith community buildings and volunteers drawn from those communities to operate a shelter during the winter months for homeless adults. With a great deal of assistance from volunteer Winter Shelter Coordinators Peter and Julie Rabe, 10 local churches and over 100 volunteers had expressed an interest in piloting a winter shelter in Toowoomba during the winter months. Unfortunately, the COVID-19 pandemic forced us to postpone the pilot this year. We are looking forward to perhaps being able to establish a pilot in 2021.

As might be expected the Toowoomba Housing Hub, being a unique place-based response to homelessness, has attracted a fair amount of interest from a number of quarters and it has been my pleasure to present and co-present the Hub to a range of audiences this year including:

- Institute of Public Administration Queensland Conference – Brisbane Convention Centre.
- Queensland Community Development Conference – Empire Theatre Toowoomba.

- We have also provided presentations on the work of the Hub and homelessness to a range of forums including:
    - Oakey Local Level Alliance
    - TLC for TRC community action group
    - Safer Toowoomba Regional Partnership
    - Community report back sessions at the Toowoomba Library

Challenges

While most of the organisation and the sector commenced working from home during the initial stages of the COVID-19 pandemic in Australia, both service delivery components of my portfolio were unable to work from home and indeed for much of the initial lock down, both the TCS Direct Support Workers and the Hub team continued to deliver services.

While many precautions were taken to ensure the safety of both staff and participants, the TCS support workers did have to leave the safety of their homes every day to support our participants. Our participants also had to make many sacrifices during the initial lockdown and often had to forgo much loved activities to keep them and everyone else safe and well. I will be forever grateful to our participants and staff for their resilience and flexibility demonstrated over this period.

Similarly, the team at the Hub felt that they could not provide services remotely and did not wish to leave people without a place to go if they needed support but couldn't use the phone. While the Hub suspended face to face service delivery, the staff continued to operate the Hub service from the Hub and were able to act as a pick up point for documentation and supports such as essentials cards and phones provided by other services.

The COVID-19 pandemic has and continues to provide many challenges to both of the teams but I was extremely proud of their dedication and willingness to place the wellbeing of our clients and customers as a priority. I would also note this could only be done safely if those of us who could work from home did, and I am also grateful to the people who stayed home for those who couldn't.

Future directions

Next year I am looking forward to adding a new position to my portfolio, that of Manager – Business Development and Support. This position will spearhead the planning for the next phase of TCS development and assist me in the ongoing development of opportunities particularly in the housing and homelessness arena.

Hopefully in addition to the continued development of the Toowoomba Housing Hub, these will include a pilot of the winter shelter concept, development of Specialist Disability Housing (SDA) and affordable housing for people living with disabilities and older people.

We will also be rolling out branding and marketing for TCS, recognising and promoting it as both a Toowoomba and South West Queensland support provider.

Final words

I would like to take this opportunity to personally thank my team: Louise, Helen, Melissa and Rob for your support, good grace and hard work this year in what, at times, have been very challenging circumstances. I would also like to thank my colleagues, Kirsten and Matt, Managers Fundraising and Engagement whom I work with closely almost every day, and my fellow EMT members who I believe collectively have guided the organisation through perhaps the most challenging period in our recent history, with the organisation emerging in a stronger position now than before. Lastly as always, I would like to acknowledge Derek Tuffield for his leadership, mentoring and 33 years of service to Lifeline Darling Downs.

Funding Bodies

Toowoomba Housing Hub and the Community Connections Partner are funded by the Queensland Government Department Housing and Public Works.

TCS is funded under a fee for service model from resources supplied by the National Disability Insurance Scheme.

HUMAN & COMMUNITY SERVICES

Rachelle Patterson

THE TEAM

Chief Operating Officer, Human & Community Services
Rachelle Patterson

Program & Practice Co-ordinator
Alison Casey

Program & Practice Co-ordinator
Deb Olsen

Program & Practice Co-ordinator
Darren Tomlinson

Program & Practice Co-ordinator
Jodie Edge

Program & Practice Co-ordinator
Sam Cornelius (exited)

The past 12 months has seen considerable change and development across Human Services. This has included program additions, infrastructure changes and internal strengthening of processes. This year the Toowoomba administration team shifted from Corporate Services to Human Services in response to the recognition that the majority of work this team does is with Human Services staff and clients. In making this change we have seen better alignment and efficiencies in service delivery between the frontline and support staff in Toowoomba.

With the increase in programs and staff over the past two years, the challenge has been housing everyone. To accommodate the additional staff, significant renovations have been committed to or undertaken in several locations. Charleville has had significant plans drawn up with work about to commence for what will effectively double the size of the existing property and add an accessibility ramp to the building. Roma has undertaken renovations in their adjacent premises with tenants due to move in soon. Toowoomba Russell Street downstairs office has undergone a significant rebuild to create additional seating and space efficiencies. St George has had a minor internal facelift with more significant plans for renovation in the coming 12 months.

In terms of programs, we have added a number of new ones as well as making significant achievements within existing ones. The individual program reports detail the extent of these.

Although COVID-19 has impacted Human Services for only a small proportion of the year, it has certainly been a dominant presence. The impact on our services has been such that more than likely, history will reference activities and events according to whether they took place pre or post COVID. Overwhelmingly Lifeline's Human Services team did an outstanding job responding to the challenges that came about due to COVID-19. All Human Services staff worked from home commencing March 2020 and this is still the case, to at least some extent, depending on location. The staff were well-prepared for the eventuality of a shutdown and if anything, the pandemic yielded more opportunities and achievements than problems. This was very much due to the planning but also the attitude of staff and management.

The early tensions of staff having to 'connect' with clients by phone and video technology were quickly overcome with learnings and the discovery of new ways to do human services business. We discovered that we were able to reach a wider client group; that men were often more likely to engage by phone or video compared to face-to-face sessions; that many clients preferred the convenience of the online medium; and that staff could meaningfully connect with clients when they weren't in the same room. Our counsellors found connecting with children more challenging, so they started initiatives like pre-recording story books so they could be played to the children. Staff who have traditionally been challenged using technology now have much improved competence and confidence with such. Staff also started connecting with each other more, and that connection started happening between offices rather than just within offices or teams. Moving forward we have realised that staff can very effectively work from home and it can often enhance an employee's work/personal balance.

Finally, I would like to make special mention of our Program and Practice Coordinators – Alison Casey, Deb Olsen and Darren Tomlinson who no matter the obstacle or pandemic, have consistently risen to the challenge. Their individual and collective leadership has allowed their teams to thrive, achieve and feel supported in their practice in trying times not previously experienced in our lifetimes.

ADMINISTRATION & EMERGENCY RELIEF

Service Profile

The team provide an array of administrative and support services to the Human Services Department. They also coordinate and distribute emergency relief to the Toowoomba community.

THE TEAM

Administration Team Coordinator
Karen Murray

Administration Officer
Evlyn McKenzie

Administration Officer
Sandy Neuendorf

Administration Officer
Tracey Crighton

Customer Service Officer
Isabella Waldie

Achievements

- We have continued to provide food parcels on a Monday, Wednesday and Friday each week, along with food vouchers on the other days.
- We received a donation of blankets, scarfs, gloves, coats, beanies and knee rugs this year which we have been able to give out to those who are either homeless or just need to be warm.
- We have expanded our partnership with Second Bite who work alongside the Coles and Aldi Supermarkets. We also receive valuable support from Woolworths Supermarkets.
- We continue our partnership with Oz Harvest and when there is availability, they drop off bread and vegetables to reception.
- Loads of Love Christmas 2019 we provided over 800 food hampers which equated to 2937 adults and children who received food for Christmas.
- Adopt a family – a big thank you to businesses and individuals in our community who provided 57 Christmas hampers to families who have been supported by our programs.

Challenges

Being aware of compassion fatigue and vicarious trauma for our staff who are working with people experiencing extreme hardship and challenges on a daily basis.

It is a reality that we are unable to support every person due to the limitations on our resources. We do service a great number of people, consistently providing food packages and vouchers most days of the week.

Special mention

We are very grateful and extend our thanks to our volunteers who pick up these donations, pack our food parcels and then deliver them to our Russell Street office or Stephen Street Distribution Centre.

Funding Bodies for Emergency Relief

- Department of Communities, Disability Services and Seniors
- Lifeline Darling Downs and South West Queensland Ltd

COMMONWEALTH & PROBLEM GAMBLING FINANCIAL COUNSELLING

Service Profile

Commonwealth Financial Counselling

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.

Problem Gambling Financial Counselling (PGFC)

Offers targeted assistance for the delivery of financial counselling support for clients who have been 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

Financial Counsellor
Bill McNaughton

Financial Counsellor
Donna Neale-Arnold

Achievements

- The PGFC program has assisted (140) individuals since September 2019 and closed (103) with either all, or the majority of client's needs met.
- The major referral sources for the program are self-referrals, followed by agency referrals, and the program maintains a high engagement rate from referral to active intervention.
- Prior to COVID-19 the program maintained a presence at Sunrise Way, working with clients with addiction issues through utilising group work strategies focusing upon financial resilience and education and one on one work targeted at resolving specific individual debt management and advocacy.
- The Commonwealth Financial Counselling program has continued to service a geographic catchment encompassing the Warwick, Southern Downs, Granite Belt and Goondiwindi townships and their surrounds.
- The program partnered with Community Recovery staff from Lifeline Darling Downs and UnitingCare Queensland and other stakeholders to deliver recovery services in the Stanthorpe region post the 2019 bushfires, with a particular focus upon the delivery of financial assistance and financial recovery advice and support.

Challenges

- The ongoing increasing complexity of client need and circumstances has continued to be a challenge across both programs, particularly with respect to workload management and managing community demand.

Funding Body

Department of Social Services (Commonwealth)

COMMUNITY CONNECTIONS

Service Profile

Community Connections provides community members with the skills they need to be referrers rather than relying on those who need support to link in with clinical services. This results in an enhanced informal social support system and provides an initial non-threatening entry to the health care system. This service, premised on the principles of early intervention, self-management and capacity building, provides a key service platform within a stepped care approach. Those who receive Community Connections training are able to match and refer people to the support services providing assistance with social and emotional wellbeing or other issues they might be struggling with.

THE TEAM

Community Development Facilitator
David Henderson

Community Development Facilitator
Steph Walsh

Community Development Facilitator
Katherine Watson

Community Development Facilitator
Lib McNaughton

Program Assistant
Bree Boorman

Achievements

- Engagement with all 129 identified communities across the region.
- Development of a Drought Contact resource for the region.
- Providing training and tailored workshops for 728 community members based on their identified community need.

Challenges

- Working across 9 LGAs, developing relationships and responding to needs remains a challenge. Building trust is a gradual process and requires regular contact via a number of methods. Community Connections continues to work to become a trusted provider of resources.
- Planning for post June 2020 has commenced with reduced staffing. This relies on the relationships formed during the first 12 months (still current) when more staff meant more face-to-face discussions.
- COVID-19 created unexpected barriers and required the team to develop creative ways of staying in contact with their communities.

Future Directions

- Continue to explore the use of alternative effective modes of service delivery to remote and regional clients.
- Continue to advocate for mental health awareness for drought affected communities.
- Extension of the program into the Scenic Rim.

Funding Body

Darling Downs and West Moreton Primary Health Network (DDWMPHN)

COMMUNITY TRAINING & EDUCATION

Service Profile

Responding to community demand and providing access to information and skills. Supporting the work of the organisation and our partners locally, throughout Queensland and Interstate with the delivery of community training and education.

THE TEAM

Community Educator
Rob Nielsen

Achievements

A range of different workshops was delivered over the year. These included:

- **Mental Health First Aid** - seven workshops were delivered for individual organisations including Teen Challenge, FMC Corporation Australasia, Lifeline Rockhampton, Bundaberg and Ipswich, Mi Mind, and Qld Police Service, three workshops for Magenta Community Services in Gladstone and Toowoomba, and five workshops for Tranquillity Care staff.
- **safeTALK** – seven workshops were delivered in conjunction with RHealth at Allora, Jandowae, Miles, Proston, Inglewood, Taroom and Goondiwindi, and two workshops were delivered for staff of the Qld Police Service in Murgon. A workshop was also delivered at Mitchell, primarily for the local Indigenous community.
- **DV-alert** – workshops were delivered in Toowoomba, Rockhampton, Gladstone, Ipswich and Roma and in Brisbane for the Australian College of Applied Psychology. A DV-aware workshop was also delivered in Toowoomba for Uniting Church clergy.
- **Myers Briggs** workshops were conducted for the Carers Queensland Marigolds carer's group, and two for LDDSWQL Accounts and ICT staff.
- **Understanding Change** workshops were conducted for Southern Queensland Landscapes staff at Roma and Charleville, and for Queensland Corrections staff at Rockhampton.
- **Community Recovery** was carried out at Stanthorpe, Crows Nest and Moranbah.
- I also represented LLDDSWQL at meetings of the Queensland Government's LGBTI Roundtable and the Brisbane North PHN Suicide Implementation team.
- Mental Health presentations were made to post graduate Taiwanese students at the University of Southern Queensland and to staff of AACo.
- Assistance was also afforded to the Creative Coping staff in the delivery of their DBT workshops.

Challenges

- Restrictions imposed in response to the current COVID-19 pandemic have restricted delivery and a number of planned workshops were postponed.

Future directions

- As restrictions are lifted, face-to-face workshop delivery will be resumed.

Funding Body

This activity is funded by a variety of means, including fee for service, community grants and fees paid by partner agencies.

CREATIVE COPING

Service Profile

Creative Coping is a 20-week skill building program designed to assist people to cope with overwhelming thoughts and emotions, reduce suffering and make changes towards 'a life worth living'.

Creative Coping is based on the skills component of the evidence-based Dialectical Behaviour Therapy (DBT) program.

THE TEAM

Facilitator
Sarah Owens

Facilitator
Clare Whyte

Program Assistant
Meagan Gentle

Achievements

- Throughout the twelve months, the Creative Coping program continued to be oversubscribed in referrals, with a total of 83 received and a wait list maintained.
- 54 participants commenced the program, with 26 participants 'graduating'. While some participants withdrawing for various reasons is expected, additional participants withdrew due to challenges in accessing the online format of the program while COVID-19 restrictions were in place. It is positive that many participants requested to resume when face-to-face delivery recommenced.
- Although the transition to online service delivery posed some challenges for facilitators who had not previously undertaken this approach, positive feedback was received from participants who remained active in the program, suggesting that online program delivery is effective and could be considered to extend the program to reach more rural populations.
- Current research studies of DBT in community mental health settings, supports that some participants need to repeat the program to learn the skills. With this in mind, a monthly consolidation group was introduced. The efficacy was evidenced in feedback from participants regarding increased capacity to grasp and meaningfully implement the skills.
- The team's submission to present a one-hour workshop - *Bringing Dialectical Behavior Therapy to the Community* at the MHS Conference in Perth, Western Australia, in early February 2021, was accepted.

Feedback

- Participant, male, aged 30 years, heard about Creative Coping through his Psychologist linked to fluctuating emotions and destructive behaviors. "The skills I picked up in the six months I was in Creative Coping were incredibly valuable and life changing. I am able to moderate myself more successfully these days…"

Funding Body

Darling Downs and West Moreton Primary Health Network PHN (Public Health Network) (DDWMPHN)

FAMILY AND CHILD CONNECT

Service Profile

Family and Child Connect is an assessment and referral service that works with children and families where there are worries about their wellbeing. The Family and Child Connect team can assist with a range of family and parenting challenges as well as identifying any additional supports that might be required. This program operates from Charleville and Roma.

THE TEAM

Family Response Facilitator
Kaili Degoey

Family Response Facilitator
Robin Guinea

Achievements

- Maintaining and expanding networks and referral bases within the South West region.
- Organising events with QPS to connect families with community (such as Coffee with a Cop see photo).
- Team's dedication to providing the best possible outcomes for clients.
- Success in building collaborative partnerships within communities.
- Team consistently attains a high engagement success rate with clients.
- Maintaining ongoing service delivery during COVID-19 virtual contact period.

Challenges

- Recruiting into remote areas has been a challenge.
- Maintaining engagement with clients who are on waitlists for referred services.
- Future directions.
- Ongoing promotion of program via community services to encourage and increase community awareness.
- Ongoing campaigns to help reduce the social stigma of seeking help and engaging in support services.

Funding Body

Department of Child Safety, Youth and Women in partnership with Mercy Community Services, Toowoomba

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 and South West Queensland Ltd.

THE TEAM

Counsellor
Kim Coleman (Family)

Counsellor
Kellie McDonald (Children)

Achievements

- Increasing knowledge and skills in providing inclusive services to engage with fathers in distress and encouraging them to seek ongoing support. So far there have been some very positive outcomes with observed better outcomes for the whole family with less tension and an overall greater understanding of family dynamics.
- The program continues to be in high demand for child and family counselling, with referrals decreasing briefly during the COVID-19 lockdown period and then increasing significantly in the months following the return to school/work. During this time staff adjusted delivery methods using virtual platforms and telephone counselling. The children's counsellor developed resources to maintain connection and support to parents and children in the form of audio relaxation scripts and audio storytelling which was well received by parents.

Challenges

- The impact of COVID-19 changed client engagement with many existing clients enjoying easier access to services, however some clients felt it didn't meet their needs and chose to postpone counselling until they were able to engage face-to-face again. Children's counselling was particularly challenging as counselling privacy and confidentiality was often unable to be achieved for children.

Client Feedback:

"We became more aware of when to use coping strategies to keep us going. Before counselling we were just coping with our life - we have a busy life with blended family and now we concentrate on ourselves. It has really made a difference to us and our children."

"We really have come such a long way in our relationship with the help of Kim…. It's not going to be overnight, but we see the light now. It's just been so wonderful and I don't know where we would be without them."

'The whole experience was useful in particular Kellie's phenomenal attention to L and ability to engage with him"

Funding Body

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

FAMILY INTERVENTION SERVICES

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

Family Intervention Worker
Meaghan Feddema

Family Intervention Worker
Greta Hamilton

Family Intervention Worker
Samantha Haworth

Family Intervention Worker
Kirby McGrory

Family Intervention Worker
Sally Sciarrone

Family Intervention Worker
Grace Slatter.

Achievements

- Over the past 12 months, the team have worked with 44 families comprising 77 adults and 138 children. This number includes a total of 15 Indigenous families. 26 cases have been closed during the year with a total of 15 families closed after successfully resolving the majority of child protection concerns.
- The Lifeline FIS team have had high rates of engagement from families. In the last year, only three cases have been required to close due to 'non-engagement'. Given the tumultuous circumstances families are often faced with, this is an achievement for both the families and the team. It is noted that during the COVID-19 lockdown period, staff utilised creative ways to maintain good engagement with clients.
- Online technology has made completing group parenting programs such as Circle of Security more accessible for clients living in rural areas far from the Lifeline office. The team have had success in running two blocks of Circle of Security with clients from Toowoomba, Warwick and Stanthorpe linking in online.
- The team have continued 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 the team have been supported to attend:
    - Outcome Star training, Safe and Together Core Training, Bravehearts Masterclass, Safe and Together Asia Pacific conference in Melbourne.

Funding Body

Department of Child Safety, Youth and Women.

FAMILY INTERVENTION SERVICES - CHARLEVILLE

Service Profile

The 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

Family Intervention Case Worker
Rachael Kennedy

Achievements

- The Family Intervention Service has worked with 8 families comprising 17 children and 13 adults. Of these families, there were 4 indigenous families comprising 9 children and 5 adults.
- The Family Intervention Service continues to have a positive working relationship with CSYW staff in the Charleville/Roma Service Centres.
- The Family Intervention Worker has attended relevant professional development workshops. We enabled strategies and education for families to develop skills.
- 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.
- Successfully navigated virtual visits and meetings with families, Child Safety and service providers.
- Explored relevant training for Family Intervention Worker to assist the service to have a variety of strategies to work with complex families in rural and remote Queensland.

Challenges

- Introducing virtual visits with families.
- Lack of referrals from Child Safety.
- There has been a very high turnover of staff at the Charleville CSYW Office.
- The issues of families working with the FIS team are complex, with alcohol, substance abuse and domestic and family violence consistent factors for the families with which we work.
- Large geographical area sometimes requiring travel up to 400kms from Charleville.

Future directions

- Developing a more productive referral pathway with CSYW to ensure rural and remote families get the services that they require.
- Strategic planning in regards to best practice in working with families in rural and remote areas.

Funding Body

Department of Child Safety, Youth and Women.

FINANCIAL LITERACY AND RESILIENCE

Service Profile

The Financial Literacy and Resilience program assists individuals and families with budgeting, financial planning, advocacy and debt management as well as providing financial education and advice to support Queenslanders to better respond to financial stresses, personal issues and cost of living pressures.

THE TEAM

Financial Counsellor
Vivienne Ambrosiussen

Financial Literacy & Resilience Worker
Kath McUtchen.

Achievements

- The program has assisted 165 individuals since September 2019, and closed 123 cases with either all, or the majority of client's needs met.
- Prior to COVID-19 the program delivered Indigenous focused financial resilience workshops in partnerships with Goolburri Health Advancement, Goondir Medical Services as well as Dalby Crisis Centre and Chinchilla Community Centre.
- The primary vehicle driving current client services innovation is the use of tele-communication and information technology platforms that were previously underutilised due to a traditional reliance upon face to face service delivery.
- All three funded Financial Counselling Programs have embraced remote service delivery both during COVID-19 restrictions and as a continuing strategy to expand the program's geographical footprint, increase case load capacity and build upon the range of service delivery options for clients.

Challenges

- The current COVID-19 environment presents challenging circumstances across community - social isolation, financial impact, invasive public health management, which in turn, it can be predicted, will significantly negatively impact the vulnerable within Australian society.
- Throughout 2019/2020 the program has seen an increased need for connecting clients with livestock to drought assistance providers and material support increasing to assist with essential living expenses. Many small businesses appeared to be under strain.
- An increase in small easily accessed loans (previously known as pay day lending) has been observed as a continuing major debt challenge for low income families and individuals. Clients with mental health issues increasingly have accessed the service, with mental health being seen to impact money management matters with clients being challenged to continue repayments on properties and vehicles.

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 and 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. In collaboration with gambling venues the Gambling Help Service facilitates harm reduction activities on behalf of those experiencing problem gambling.

THE TEAM

Community Educator
Kim Tubb

Counsellor
Kim Coleman

Counsellor
Karen Moran

Achievements

- Gambling Help embraced its regional responsibilities, hosting the 2019 RGNET in Charleville with great acceptance and attendance by the community.
- Extensive planning for numerous activities during 2020 Responsible Gambling Awareness Week (planned for 27 July – 2 Aug) are organised including static displays and events in Lifeline stores and venues in Toowoomba, Warwick and Dalby. Launch held in Toowoomba for the first time and Q&A online panel event. Created social media content and presence with a final report of over 10,000 engagements anticipated.
- Gambling Help staff took part in a state wide development group to establish a gambling-specific Outcome Stars set of measures. This is now being piloted through Toowoomba.
- Number of groups and workshops held including – a short form DBT skills course; sessions at Sunrise Way and Teen Challenge rehabilitation facilities; post graduate USQ students; and Tree of Life to high school students.
- Over the last year 65 clients were offered a counselling service by our Toowoomba Counsellors.

Challenges

- Impressing on venues the importance of a working partnership with the Gambling Help service, assisting to reduce potential harm to employees.
- The risk to youth is still growing as they are impacted by pervasive advertising campaigns, accessible gambling opportunities through apps on smart phones and normalisation of gambling within sports via online sports betting.
- All operations have been affected by COVID-19 restrictions and threat of illness. Gambling Help clients have been less likely to accept telephone sessions and online meetings due to feelings of shame and confidentiality issues. It has also created challenges in Community Education delivery.

Funding Body

Department of Communities, Disability Services and Seniors

Partnerships

We acknowledge our partnership with Relationships Australia Queensland (RAQ)

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 – with this program focusing on the Education Targets. The program aim is to create pathways for progression and success with the focus on increasing educational engagement and retention rates for Aboriginal and Torres Strait Islander children.

THE TEAM

Mentor
Jasmine Clevin

Achievements

- The mentor became aware of the fact that most children when absent were not attending school due to the fact that they had no lunch. With the introduction of the school lunch program, families were able to attend the Lifeline office and prepare a budget friendly healthy lunch for their children. It also gave the mentor the opportunity to engage with families.
- A home work group was started in partnership with Goolburri Family and Wellbeing program to assist children with completing their homework twice a week.
- Partnerships are an important part of any local community. The partnerships with Lifeline, St George Aboriginal Housing Company, Goolburri and the schools continue to provide our local youth with opportunities that wouldn't be possible without everyone working together. A number of sporting events were held locally and at different locations allowing the young people to have different experiences and participate in new activities.
- Kalka Healing workshop was held with a group of girls from the local high school. Kalka Healing provides training awareness specifically addressing Aboriginal and Torres Strait Islander suicide prevention, providing tools on how to respond in a community and cope as an individual. The girls enjoyed the training and got a lot out of it. They now feel comfortable having those difficult conversations and know the signs to look out for and when to check in on their mates.

Challenges

- COVID-19 and working from home was a challenge for the mentor. However, after settling in to working from home the mentor was able to overcome some of the barriers and adapt to the new way of service delivery and still work with young people using various mediums such as telephone and video.

Funding Body

Department of the Prime Minister and Cabinet

IAS TRACKS TO SUCCESS - TOOWOOMBA

Service Profile

The Tracks to Success program is a free service designed to support Indigenous children and families within Toowoomba that are at risk of or have disengaged from school and education. The program provides practical, hands on support, including strengthening family and social connections, emotional support, budgeting and financial help, education and training, parenting, health and wellbeing, trauma support and behaviours.

THE TEAM

Mentor
Joe Twidale

Mentor
Glenn Guivarra

Achievements

- The Tracks to Success program has supported a total of 45 clients this year, and a further 98 young people through the Indigenous youth program Whaddup.
- The program has directly benefited young people and their families by working to increase attendance and engagement in education and extra-curricular activities, supporting young people to make more positive behaviour choices, improving social skills and giving clients a greater set of tools to navigate the school and home environment. Throughout COVID-19, support continued to be provided in relation to home schooling, social and cultural connections, dealing with isolation, routines, behaviour management and preparation for a return to 'normal' schooling.
- There was also consistent support provided to a vast majority of Indigenous peoples in the community through involvement in the Darling Heights Learning Club, Whaddup and Whichway programs.

Funding Body

Department of the Prime Minister and Cabinet

MARANOA YOUTH SUPPORT SERVICES - ROMA

Service Profile

Aimed at providing support and services for young people aged 8-21 years who are at risk of disconnection. Supports include case management and the provision of information, advice and referral pathways for young people in the Maranoa area.

THE TEAM

Youth Support Worker
Tammy Wagner-Milsom

Achievements

- In the last 12 months several groups with at-risk young people have been run including a Life Skills Group, Teen Girls Group and Facebook group called 'Youth Engagement Program (YEP) Maranoa'.
- Building rapport within the community with other service providers.
- Delivery of activities at other services events: Surat Aboriginal Corp hosted the National Aboriginal Torres Strait Islander Children's Day in 2019 and program staff worked with attendees to make Kinship Trees. Program staff also taught young people how to identify native animals by their tracks.
- Stay at Home Packs were prepared for families to encourage the young people to stay home during COVID-19. We partnered with QPS and the Maranoa Place Based Suicide Prevention Program.

Challenges

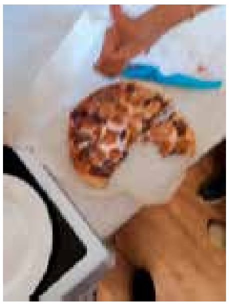
- Accessing resources needed for young people in a remote community.
- Accessing youth during COVID-19 although program staff were able to achieve some success using video and phone contact.

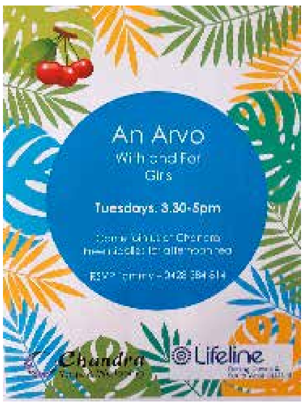
Future directions

- Implementing free spaces for the youth to engage in positive activities.
- Growing the youth groups to incorporate more community and services involvement such as volunteering.

Funding Body

Department of Child Safety, Youth and Women


MY CONNECTIONS MY WAY

Service Profile

My Connections My Way (MCMW) provides individual and group-based Cognitive Behavioural Therapy to people 12 years or older, who have or are at risk of developing low to moderate mental health issues.

This evidence-based program has been developed specifically for people who might be struggling with anxiety, depression, anger, grief, loss, stress and/or life events utilising specific tools.

The program uses Cognitive Behavioural Therapy for up to 12 sessions, with follow-up at weeks four and eight after they exit the therapy.

We operate in Charleville, Cunnamulla, St George, Roma and surrounding areas.

THE TEAM

Mental Health Coach
Kathryn Dries

Mental Health Coach
Tim Degoey

Achievements

- People completing the program and reporting a measured reduction in their anxiety, depression or anger.
- Successfully engaging with medical practitioners, QPS and Probation & Parole to provide an additional referral pathway for their clients who have low to moderate mental health issues.
- Building interagency networks, to find the best support for the client.
- Educating stakeholders and community about mental health.
- Delivering service in collaboration with high schools.

Challenges

- Building networks within the medical profession.
- Educating people that there is help available for mental health issues and they can learn skills to assist them in life.
- Mental health illness is not something to be ashamed of, it is a part of every person's life journey.

Future directions

- Continue to educate community and people about what is good mental health and how to recognise when coping strategies are no longer working.

Funding Body

Western Queensland Primary Health Network

TRANQUILLITY CARE SERVICES

Service Profile

Our role as a support team is to ensure participants living with disabilities are respected, supported with their individual NDIS plans and encouraged and empowered to pursue their life goals. Participant focussed supports are about supporting our participants' capacity to be as independent as possible, while also ensuring that they have every opportunity to engage in activities and interests so they can have the best life possible.

Our teams deliver four types of NDIS funded supports:

Direct Support – Providing participants support with their day to day needs which can be anything from just a bit of support with shopping, to 24/7 care and support. Our NDIS participant support workers also assist our participants to access the community and participate in employment, educational, sporting, and social activities. Our participants and their families are engaged from day one in the design and delivery of their supports and as a result our supports are highly personalised to the needs of the individual participant.

Support Coordination - Our passionate team of NDIS Support Coordinators assist participants to understand and implement their NDIS Plan. They also work with participants to ensure that their plan supports and facilitates access to mainstream supports such as education and health.

FIN (Financial Intermediary NDIS or Plan Management) - Working in partnership with the LDDSWQL Finance Team, our FIN team assists participants that have chosen to self-manage their NDIS plan. This critical service acts as an intermediator between participants' suppliers and the NDIA, facilitating the payment of invoices on behalf of participants. In the 2019/2020 financial year the team facilitated payments for over 9000 individual invoices totalling over $6.7M of NDIS supports in our region. The FIN team also supports participants working with their suppliers and understanding their plans. This is a critical element of the NDIS and without access to this support, people are unable to exercise their right to choice and control.

Short Term Accommodation and Assistance - Sometimes referred to as respite our (STAA) service is designed to support participants to have some time away from their usual environment and participate in activities different from their normal routine. While we sometimes provide STAA at other locations, this year we have head leased a beautifully appointed property perfect for a few days or weeks away. This has met an unmet need in Toowoomba for additional short term accommodation and has been fully booked since the service commenced early in 2020.

THE TEAM

Manager
Melissa Volp

Service Coordinator
Paige Wilkinson – Toowoomba

Service Coordinator
Karen Parker - Warwick

Administration
Katrina Russell – Toowoomba

Administration
Ashleigh Cranitch -Toowoomba

Administration
Chelsea Donoghue - Fin admin

Administration
Kyle Carpenter - Toowoomba

Administration
Brianna Volp - Volunteer

NDIS Support Coordinator
Davida Melksham- Charleville

NDIS Support Coordinator
Kelly Caton - Warwick

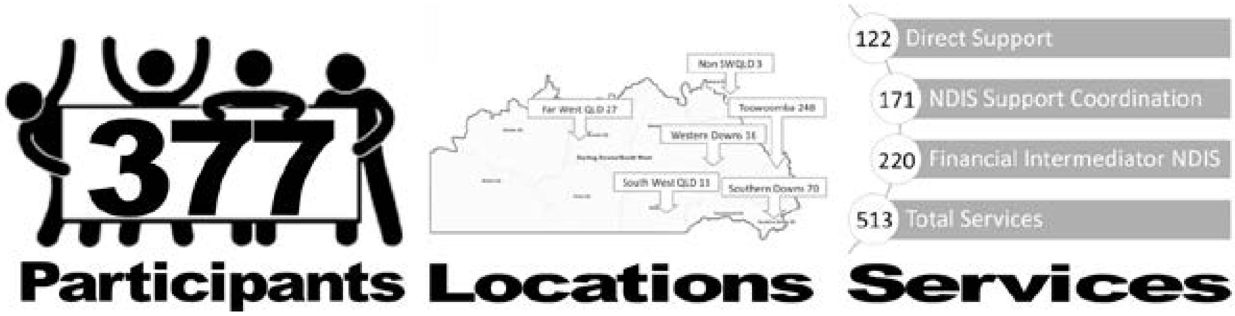
NDIS Support Coordinator
Deanne Garrett- Toowoomba

NDIS Support Coordinator
Steven Scholten- Toowoomba

NDIS Support Coordinator
Lauren Stewart _Toowoomba

FIN Coordinator
Saskia Smith- Toowoomba

Team Leaders/Senior Support Workers
Tracey Wilkinson -Toowoomba
Lawrence Volp - Toowoomba
Amelia Wilkinson - Toowoomba
Abraham Mabior – Toowoomba
Samantha Harrower – Toowoomba
Stewart Miratana – Toowoomba
Chalena Griffin - Toowoomba
Susan Cathcart - Toowoomba
Toby Howard -Warwick
Cate Faulkner- Warwick
Trish Barlow -Warwick
Ashleigh Parker - Warwick



NDIS PARTICIPANT SUPPORT WORKERS

TOOWOOMBA
Annabelle Espero-Beahan
Ashleigh McClean
Bhavesh Patel
Bethal Larson
Brittney Young
Butonga Willogella
Cameron Hedges
Colin Mackay
Clover Braithwaite
Danielle Rognoni
David Edwards
David Landers
Dilwar Singe
Donna Landers
Eric Gosoe
Esther Wak
Felicity Fryer
Gemma Rosenrauch
Gurveen Kaur
Harjot Nandha (Minni)
Jack (YI) Jiang
James Naumann
Jane Scott
Jane Shultz
Jennifer Walker
Jesse Lander
Jocelyn Marquez
Jordon Nicholls
Kirra Blanch
Kym Hogan
Lilly Henningsen
Louisiana Pep
Mae Miller
Madola Kachigamba
Maggie Williams
Mary Jane Pansilen
Melanie Woodburn
Misun Yi
Mitchell Harris
Nathan Carlson
Nishani Kuramasinghe
Paul Pelling
Richard Moroney
Sonya Isaacson
Sophie Cowley
Susan Anderson
Thomas Wiersma
Thusitha Lakmalie Solangaarachchi
Tayla Gray
Wendy Watkin
Yvonne Thomas

WARWICK
Alex Sanderson

Bernadette Hopkins
Craig Scrivener
Cushla Redington
Darren Rabbit
Elaine Wenham
Elaine Hallman
Filepee Nouigira
Jamie Grayson
Janine Hodgen
Laura Monaghan
Margaret Otto
Raema Hunt
Robyn Owen
Robin Cooper
Roger Murray
Samantha McMartin
Sarah O'leary
Sharon Simms

Achievements

- Introduction of an employee of the month program where staff and participants are encouraged to nominate a staff member they feel has made an outstanding contribution.
- New office fully operational at 66 Neil Street - working with staff social distancing and cleaning their offices daily and using sanitiser when they have a meeting.
- Maintaining and increasing our stakeholder relationships to be a preferred provider of choice.
- Establishing our new Short-Term Accommodation & Assistance Service (STAA) has continued weekly since March varying from 1-night stay to 7-nights depending on the participant's needs. July was fully booked.
- Finding new permanent housing solutions for 2 of our participants.
- Staff recruitment ongoing and going well despite COVID-19.

Challenges

- COVID-19 responses have been a significant factor this year. We have spent much time scenario planning and reviewing rosters to minimise the impact of an outbreak. Worst case scenarios will be difficult to manage and we are thankful that the Darling Downs and South West has not been significantly affected by the pandemic thus far.
- Ongoing growth means we are always having to balance opportunities with challenges so we can ensure quality service delivery while we continue to grow.
- While we are always supportive of our team's professional development it is always bitter sweet when staff leave to commence their selected long-term careers, we are happy to be a stepping stone for their next professional journey but we miss them when they have to go.
- Transport – a number of participants require transport and while our staff use their own cars to assist at times, our participants with mobility issues often require an accessible vehicle. We only have one for our program so it becomes difficult to help with transport when a number of participants require this assistance.

Future directions

- Housing for participants – assisting with applications and head leasing to house our participants is likely to form part of our future service delivery as there is a significant shortage of affordable and available housing.
- Daily capacity building program – another area where we can have an impact with participants building living skills (no program we are aware of does this currently).
- Activities program – offering different activities - woodwork, painting, beading, music program, cooking, basic computer skills are all in high demand.
- Social media – We would like to have our own Facebook page for our participants and families. This platform would be beneficial to us to promote inclusiveness and information for our participants and their families, advise what we do, important events, achievements, and celebrations.

POSITIVE RELATIONSHIPS PROGRAM

Service Profile

The Positive Relationships Program aims to strengthen family relationships, prevent family breakdowns and ensure the wellbeing of children through broad based education and counselling.

THE TEAM

Counsellor
Cath Leask

Counsellor
Katrina Marsh

Achievements

- Both counsellors completed Safe and Together Core training and Emotionally Focused Couples Therapy (EFT) training.
- Expanding the platform and knowledge base by sharing complex case reviews with other programs within Lifeline.

Challenges

- Adapting delivery of service during COVID-19 restrictions – phone and digital platforms to remain accessible to our clients.
- Focusing time and resources towards being more accessible as a service to multicultural groups and to Aboriginal and Torres Strait Islander people.
- More readily identifying domestic violence perpetrators and seeking appropriate services to support these clients.

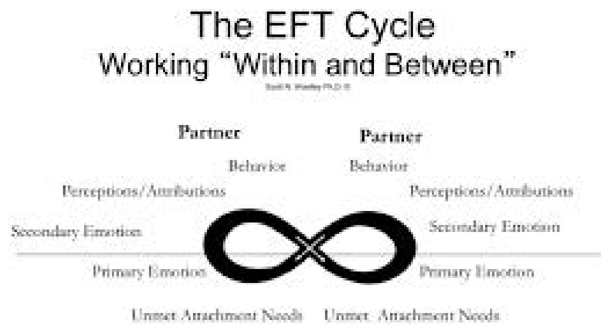
Future Directions

- Continuing to service rural areas using online platforms.
- Developing relationships with the CALD Community and providing the delivery of therapeutic activities and groups.
- Responding to an increase in couple counselling requests.

Funding Body

Department of Social Services (DSS)

Example of EFT assessment tool



Beef Patty Donation from NH Food Oakey Beef

Clearvision Donation

CS Energy Donation

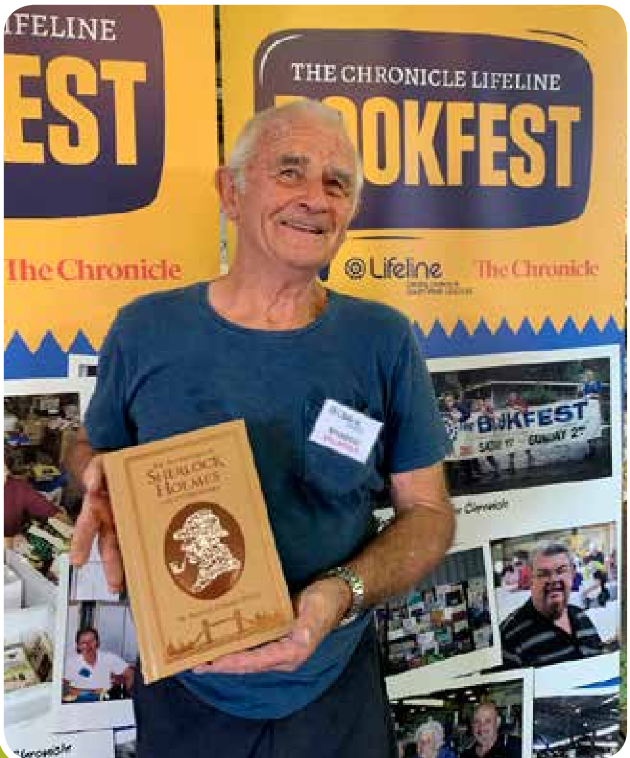
*Cheap Cars donate in time for Christmas
and again … in time for Easter*

St John's Lutheran Church bring cheer at Christmas

Lions Club of Toowoomba West and Bendigo Bank Donate blankets

Donation from Warwick Friendly Society

BOOKFEST 40TH ANNIVERSARY FUNCTION



Violet the cow raises money for LDDSWQL

Return It Toowoomba celebrates its First Birthday.

Donations for Loads of Love Grand Central Centre

Loads of Love Volunteers

Hand knitted beanies for Share the Warmth

The Lions Club of Toowoomba West refurbish 9 bins

Staff members try their hand at lawn bowls

Classic Recruitment Share the Warmth

PROGRAM SUPPORT OFFICERS
– ROMA, CHARLEVILLE AND TOOWOOMBA

An immersive role centred on the variety of work covered for all 7 offices in Toowoomba, the Western Downs (Dalby), Southern Downs (Warwick) and South West Queensland (Roma, Charleville, Cunnamulla and St George). The Program Support Officer roles are extremely diverse with staff working to support Program and Practice Coordinators and program staff. The role can include maintaining the running of the various offices, WHS requirements, program reporting and other program, financial, probity and administrative duties.

THE TEAM

Program Support Officer
Julie Boulter (Roma/St George)

Program Support Officer
TJ Devereaux (Toowoomba, Warwick and Dalby),

Program Support Officer
Joanne Whittington (Charleville/Cunnamulla)

Achievements

- Working with program staff and Program and Practice Coordinators to provide accurate and effective reporting processes for our government funding programs.
- Assisting program staff in client database entry to ensure a standardised and efficient means of capturing all client data.
- Administrative support for programs and particularly group work where a lot of preparation and administrative organisation is required.
- Minute taking and recording of meeting actions to ensure high level of professionalism is achieved both at the meetings but also with follow-up.

Challenges

- Good quality reporting programs are expensive so a lot of time is spent trying to improve existing systems.
- The need for the right rural programs and funding to support people's needs is an ongoing challenge with the limited services available in rural and remote communities.

RURAL FAMILY COUNSELLING - SOUTH WEST QLD

Service Profile

The Rural Family Counselling Service provides counselling to children and their families. The service provides counselling, advice and information, referral pathways and crisis intervention. Using a strength based therapeutic approach, families receive support to assess their circumstances, mental health, and relationships so that they can make informed choices and decisions, and plan for the future.

THE TEAM

Counsellor
Paula Boyle

Achievements

- The program is seeing an increase in the number of Aboriginal and Torres Strait Islander clients seeking counselling. Throughout the year referrals were averaging 33% Aboriginal and Torres Strait Islander clients, however this quarter saw an upsurge to 66%. This result is a reflection of the program's active commitment to Lifeline Darling Downs and South West Ltd's Reconciliation Action Plan.
- The program has a client demographic representative of the Charleville community.
- During COVID-19 restrictions the program transitioned with 72% of clients opting for video sessions.
- The program is maintaining a high success rate with client outcomes. The majority of clients report improved quality of life and are able to self-manage relapses effectively with the strategies and techniques acquired during the counselling process.

Challenges

- The one demographic that the program struggles to engage is fathers. While the service provides support to the whole family it is an ongoing struggle to overcome the stigma that this cohort attaches to mental health.
- Due to the Mental Health team at the Charleville hospital not currently working with children there has been an increase in youth referrals to the program. This increase has resulted in a waiting list for the service.

Future directions

- Continue to explore the use of alternative effective modes of service delivery to remote and regional clients.
- Continue to advocate for mental health awareness for adult males to help overcome the stigma associated with counselling.

Funding Body

Department of Child Safety Youth and Women

RURAL FAMILY SUPPORT DALBY

Service Profile

The Rural Family Support Service (Dalby) works with families who present to the program with a huge variety of issues that can put pressure on family functioning if not addressed, including domestic and family violence, drug use, child development and behaviour management, suicidal ideation, local environmental impacts such as drought or loss of employment, budgeting and alcohol and drug use. Various strategies and tools are offered to the families who voluntarily ask for support.

The program region covers areas including Dalby, Cooya, Jandowae, Cecil Plains, Crows Nest, Jondaryan and Toowoomba.

THE TEAM

Family Support Worker
Annette Jasinski

Achievements

- The service has supported 26 families this year consisting of 43 individuals. The majority of families have been supported to meet their goals which has increased their capacity to make positive and sustainable changes to their lives.
- The intake process now includes using the Outcome Star tool which provides a way to capture change over the duration of the intervention.
- The Family Support Worker has successfully employed a number of tools and programs such as Circle of Security, Bringing Up Great Kids and Smooth Running to work with families.

Challenges

- 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.
- COVID-19 presented some challenges, however the program was able to continue to offer a service by utilising telephone and virtual platforms.

Future directions

In response to the community need and the differing levels of engagement, an information program is being developed to be offered to early childhood educators and carers. This program will help them to recognise needs in the parent group with whom they have contact.

Funding Body

Department of Child Safety, Youth and Women

continued overleaf

SAFE CONNECTIONS – SOUTH WEST QUEENSLAND

Service Profile

Safe Connections is the first point of contact for individuals or families who require domestic and family violence or sexual violence support. This includes providing direct support services as well as working closely with local service providers to ensure a strong multi agency response to those who are impacted by domestic and family violence and sexual violence.

This program works closely with local service providers to ensure wrap-around supports are available in the communities throughout South West Queensland.

Support Services offered include:

- Domestic and family violence counselling
- Court based support services
- Perpetrator intervention programs
- Children's domestic violence counselling
- Sexual violence services
- Women's health and wellbeing services

THE TEAM

Support Practitioner
Scott Kennedy

Support Practitioner
Brian Shillingsworth

Support Practitioner
Kymberley Monaghan

Support Practitioner
Catherine McQuillan

Support Practitioner
Kathryn Dries

Support Practitioner
Callie Wolter

Support Practitioner
Robin Guinea

Achievements

- Successful delivery of Disrupting Family Violence Programs electronically between Charleville and Cunnamulla. Virtual Men's Behaviour Change Program in Roma, St George, Cunnamulla and Charleville.
- Engagement of Aboriginal Elders to support our Perpetrator Program and assist with Aboriginal participants' connection to community, country and culture
- Staff recognised by our Indigenous community as being respectful and knowledgeable of cultural aspects of domestic and family violence.
- Successful implementation of mandatory orders with Queensland Courts including program reporting direct to courts to influence sentencing options.
- Build on cultural competency and ensure respectful relationships and culturally safe practice.
- Consolidated Safe Connections reputation in the community and amongst stakeholders as respectful, fair and non-judgmental service which will work collaboratively with individuals, communities and other service providers.
- Introduction of High Risk DV meetings with QPS.

Challenges

- Staff retention due to intensive nature of sector.
- Large service delivery area.
- Engagement of perpetrators following completion of parole conditions.
- Maintaining and developing referral sources.

Funding Body

Department of Child Safety, Youth and Women

SUPPORTING CHILDREN AFTER SEPARATION PROGRAM (SCASP)

Service Profile

SCaSP provides a range of age and culturally appropriate interventions to support children and young people from separated families, as they experience issues related to the relationship breakdowns of parents. The program provides opportunities for children to safely explore and express their thoughts and feelings about the circumstances in which they find themselves.

THE TEAM

Child counsellor
Kellie McDonald

Child counsellor
Sally O'Brien

Achievements

- The program has supported approximately 63 children over the 12 months.
- Of the referrals we receive, the majority were from parents requiring support for their children through the separation process. Only 4% of referrals came from other service providers.
- Almost three-quarters of all child clients reported an overall positive outcome achieved through support provided by the program. The majority of the remaining quarter reported a neutral outcome.
- All minus less than one-percent of children identified satisfaction with the support provided through SCASP.
- The SCASP team throughout the period has maintained a significant focus upon not only direct children's counselling, but upon ways to measure children's satisfaction with the support provided and also measure the outcomes achieved for children through the program. An ability to measure the impact SCASP has in children's lives has allowed the program to provide children a voice, in both how they see outcomes for themselves, but also in program development and counselling practice.

"The words thank you just aren't enough to express how much we appreciate what you have done for our child over the past few months, we will be forever grateful for the support and guidance you have given her and myself also" – Client testimonial April 2020.

Challenges

The impacts of COVID-19 lockdown were felt within the program without the ability to provide face to face counselling. However, program staff utilised increased parent consults and innovative IT technologies and strategies to continue to support and engage with children, including Zoom parent consults and recorded stories for children.

"Thank you so much for the effort and time put into recording a bedtime story for our son. It is something that he looks forward to and has also made my life a million times better at bedtime. It is an amazing tool to help him to settle and relax at bedtime so he is able to fall asleep easier without so much stress and struggle for me. Thank you." – Client testimonial May 2020.

Funding Body

Department of Social Services (DSS) (Commonwealth)

TOOWOOMBA HOUSING HUB

Service Profile

The Toowoomba Housing Hub is a one stop shop that acts as a foyer to the wider housing, homelessness and human services sector for people who are homeless or experiencing housing stress and unsure where to go for assistance.

At the Hub there are a range of service providers available to help people seeking housing assistance, including staff from local homelessness services, housing providers and other community services. This is delivered by providing an assessment, referral and linking service aimed at assisting Hub customers access and sustain safe and secure housing arrangements, and to improve their wellbeing and self-reliance.

Support includes information and advice on a wide range of matters, including applying for share housing, private rental properties, social housing, connection and coordination with other services, self-service stations with computers, printers, telephone, access to free Wi-Fi and charging facilities.

THE TEAM

COO – Partnerships & Business Development
Rodney Watton

Staff from Lifeline Darling Downs and South-West Queensland manage the day-to-day operations.

Manager, Hub Integration Services
Helen McGrath

Lead Hub Assessor
Anna Falconer

Indigenous Engagement Assessor
Karla Draper

Hub Assessor
Michelle Wiersma

Local Partners working in the Hub include:

Toowoomba and South-West Housing Service Centre
YellowBridge Qld
Australian Red Cross
St Vincent de Paul Society
YWCA Queensland
YouTurn (formerly known as United Synergies)
Mission Australia
Act for Kids
Civic Assist
The Salvation Army Australia

Agencies who provide their services as consultants direct from the Hub include:

TASC Toowoomba
United Care Financial Counselling Services
Lifeline Darling Downs Financial Counselling Services
NEAMI – mental health services navigation (ceased operating in Nov 2019)
My Aged Care (Prescare)
NDIS, Carers Queensland
Department of Child Safety, Youth and Women

Achievements

- The Toowoomba Housing Hub (the Hub) remains the first and only of its kind established in Queensland.
- The Hub has now been operating for 24 months. The Department of Housing and Public Works has confirmed its commitment to LDDSWQL as the Community Connections Partner, extending a contract offer for a further 12 months to June 2021.
- Over the past 2 years, the Hub has become well established in the housing and homelessness sector as a one stop shop for people who need housing support, with an extensive network of government, non-government and community partners.
- The past 12 months featured intensive pioneering collaboration between the Hub and the Department of Public Works to design and implement co-location of both government and non-government and community services in the one shared space, under one roof. This arrangement culminated in doors opening in the new centrally based space in early July 2020.
- Further to co-location, Lifeline represented the Hub on another ground-breaking venture with the Department of Housing and Public Works to establish a shared customer management system based on the department's platform, which was released in early August 2020. This significant development underscores the mission of the Hub which is to be a one stop shop for vulnerable people, where they only have to

tell their story once.

- Hub partners continue to address homelessness problems. YellowBridge Queensland led the development and launch of a 3-year systemic plan to end youth homelessness. Red Cross led the development of Toowoomba's first Complex Case Coordination Committee (Quad C) which is designed to bring a case coordination approach to assisting young people out of homelessness. Lifeline partnered with community faith-based organisations to plan Toowoomba's first winter shelter for people who are rough-sleeping in Toowoomba (on hold due to COVID-19 restrictions). This innovation is based on the success and learnings of Victoria's Stable One initiative.
- Hub staff proudly participated in its third year Homelessness Week expo, complemented by staff participation in the 2020 Homelessness Week Sleep Out event, contributing to highlighting the issue of homelessness and to support fundraising efforts of Base Services, a critical Hub partner which supports people experiencing primary homelessness.
- The Hub is firmly committed as a partner within the Greater Downs Local Level Alliance network which brings together a wide range of government, non-government and community organisations invested in the wellbeing of families. The Hub holds membership of the Safer Toowoomba Regional Partnerships of the Toowoomba Regional Council, and holds board representation for Protea Place, Toowoomba's first community funded respite service for vulnerable women.
- As the Hub's Community Connections Partner, Lifeline hosted 3 representatives to attend the eleventh National Housing Conference held at the Darwin Convention Centre from 27–30 September 2019, compering a national conversation on affordable housing.
- Community consultations were held to lead Housing Transformation discussions, proposing the establishment of a strategic housing partnership to drive increases in housing stock and affordability within the Toowoomba region. Lack of affordable rental properties continues to be the single most consistent barrier experienced by vulnerable people in Toowoomba.
- Within the Hub space, a number of regular community events are hosted, including monthly Residential Tenancy Skills Training workshops (currently offered on digital platforms following COVID-19 restrictions) and 6 weekly free onsite haircuts by local community volunteer hairdressers who provide this community service under the banner of Hair Aid Australia.
- Lifeline staff were instrumental in maintaining a critical presence at the Hub during the COVID-19 pandemic lockdown, at a time when all other partners were required to work from home. This required the installation of an intercom system to allow assistance to be provided to vulnerable people who continued to present in person at the Hub, seeking assistance to address their homelessness or housing stress.

Challenges

- Toowoomba continues to experience a decline in availability of budget accommodation options and has limited low cost and affordable private rental properties. This places particular stress on people in receipt of very low incomes or NewStart allowance and increases the risk of people becoming homeless.
- The combination of mental health challenges and substance dependency of Hub customers who are experiencing homelessness limits the range of suitable and available accommodation options, especially for people who find it difficult to manage share arrangements due to their complexities.
- COVID-19 pandemic has created a surge in demand for support, and continues to place pressure on the capacity of partner organisations to respond to Hub referrals requesting assistance for vulnerable people.
- The Hub staffing model is resourced by government and non-government agencies who contribute staff to a roster arrangement on a goodwill basis. Due to competing and increasing organisational pressures of partners operating with limited resources, sustainability of the model requires constant flexibility – both a challenge and opportunity to explore new ways of providing assistance.
- Colocation of the Hub and the Housing Service Centre has highlighted the need for a hybrid operating model, which ensures

that the identity of the Hub as a community driven place-based response remains strong and highly visible, alongside and within a government agency. This will require ongoing resilience of all partners involved to work together on operational changes required to fully achieve the potential of working together in one shared space.

Future Directions

- The impact of COVID-19 pandemic lockdown in the early months of 2020 and the adaptability of the housing and homelessness sector and broader community in an environment of significant operating restrictions will progressively inform learnings, innovations and flexibility to improve service delivery models.
- The future of the Hub service delivery model will be redefined by the effectiveness of Care Coordinator roles, which have been established across Queensland in lieu of expansion of place-based Hub collaborations.

Case Study – Data indicators

- Over the past 12 months, 1862 people crossed the threshold of the Hub to ask for general advice and information, indicating the Hub is now a well-known and accessible Toowoomba community resource. The nature of these enquiries ranged from simple requests such as asking for addresses and phone numbers of particular organisations, or forms and information brochures, to repeat visits from people who are socially isolated and rough-sleeping, seeking emotional support through their connections in the Hub, often over a cup of coffee/tea with person-centered and committed staff. Many of these repeat presentations have resulted in developing trust, stories being shared and outcomes being achieved. Over time, a number of 'at risk' people who come to the Hub have regained confidence that their life circumstances can be improved over time.
- In addition,1013 people were recorded specifically seeking housing support, including advice and assistance to reach into the private rental market, assistance to complete rental applications, or applications for bond loans and rental grants. This also included direct advocacy by Hub staff to real estate agents on behalf of customers to secure private rental outcomes.
- Separately, 752 people participated in integrated assessments, where holistic and person-centered discussions are undertaken to address barriers to safe and sustainable housing. Through these assessments, staff and customers explore all options to secure stable housing, often requiring the need to look outside the box for bespoke solutions.
- Self-service kiosks providing computer, printing and telephone facilities were accessed by 236 people. These facilities provide the opportunity for people experiencing homelessness to stay connected – checking emails, uploading documents, checking private rental listings, participating in social media platforms, etc. Unfortunately, usage of these facilities was closed during the COVID-19 pandemic due to potential transmission risks.
- As the Hub enters its third year of establishment, consistent data trends are emerging. Outcomes of Hub assessments are categorised into Immediate, Support and Housing Responses.
- Within Immediate Responses, the highest level of activity featured referrals to specialist homelessness services for ongoing case management; use of brokerage funds including purchase of identification, TICA checks and funding short term accommodation arrangements bridging the gap between tenancy commencements.
- Data on Support Responses featured referrals to a broad range of community agencies but in particular there was high demand for financial counselling and referrals to Centrelink for crisis payments or to establish if correct payments are being made.
- Within the category of Housing Responses, the highest level of activity was undertaken in securing affordable housing (private rentals), lodging social housing applications, and referrals for Rent Connect advisory services. This activity underscores an exceptionally positive and supportive relationship between community housing and homelessness services and government funded housing providers.

Funding body

Department of Housing and Public Works

YOUTH OFFENDER SUPPORT SERVICE

Service Profile

The Youth Offender Support Service was created to provide young people with the knowledge and skills to gain access to essential mainstream services. We do this by helping young people to set goals for themselves and develop better connections to their community. It has been recognised by The Department of Child Safety, Youth and Women that young people exiting the Youth Justice system are often unable to achieve their goals and require individual support, advocacy and advice to negotiate life outside of that system. The funding for this program is relatively new with referrals for the service coming directly to YOSS via Youth Justice.

THE TEAM

Case Worker
Toni Park (Warwick)

Case Worker
Anna Murphy (Cunnamulla)

Case Worker
Phillipa Riggs (Dalby)

Achievements

The program has maintained a focus of working with young people under orders but also positioning the YOSS model further within an earlier intervention framework. As such there has been significant relationship building with Youth Justice Restorative Justice Conferencing teams throughout the South West catchment. Restorative Justice is defined as 'a process whereby parties with a stake in a specific offence collectively resolve how to deal with the aftermath of the offence and its implications for the future'. Restorative Justice Conferences are aimed at providing a safe environment for everyone involved in a crime to talk about what happened and what needs to happen to start making things right. The YOSS model has been well placed to support young people through the conferencing process, and also in relation to their individual needs and meeting conferencing outcomes and requirements.

Challenges

The YOSS program was significantly impacted by the COVID-19 lockdown given its reliance upon a model that provides face-to-face service delivery and direct support, such as transport and home visits. Throughout this period however, YOSS Case Workers utilised phone and IT communication platforms to provide young people with ongoing case work as well as up to date health and community information.

Future Directions

The program will continue to support young people subject to formal Youth Justice Orders, however it will additionally target those young people moving through the Restorative Justice system and implementing early intervention, so as to support young people to reduce their offending prior to engaging in significant recidivist behaviour.

Funding Body

The Department of Child Safety, Youth and Women

BUSINESS SERVICES

Angela Klein - Manager Business Services

Service Profile

The Business Division currently employs between 60 and 70 paid staff and is supported by 300 dedicated and valued volunteers who give over 15,000 hours per year of their time and commitment. The business operations components include:

- Sorting Division
- 15 retail outlets
- 2 Return-It Container Depots
- Administration
- Distribution Centre
- Transport and 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

THE TEAM

2019/2020 has been a challenging year for the Business Division. During the period of COVID-19, many of our staff and volunteers were stood down for a period of time.

The Retail Division has experienced a difficult but positive financial year.

Lifeline Darling Downs and South West Qld Ltd (LDDSWQL) closed our retail trade on Saturday 4 April 2020. Our shops closed for up to two months during the peak of the pandemic. Our retail division then staged a staggered return at reduced trading hours/days to cater for our customers whilst minimising time spent in our stores.

This was to follow the Government reccommendations of “go in, get what you need and go home” direction.

As we had no volunteers or work for the dole participants at that time, a minimum of 2 paid staff were required at each store per trading day. This allowed for staff to have the security of another staff member on site at all times. Our retail shops worked a 5 hour trade day operating from 10 am to 3 pm Monday to Friday.

The staggered return to operations allowed for the designated shop manager to work a reduced roster but would also allow for staff of other closed sites the opportunity to be utilised in another location and gain some paid work hours/experience at other locations

Retail Outlets

- Anzac Avenue Shop
- Charleville Shop
- Dalby Shop
- Emporium Shop
- Never Ending Stories
- Herries Street Shop
- Oakey Shop
- Perth Street Shop
- Range Shop
- St George Shop
- Stanthorpe Shop
- Tara Shop
- Warwick Shop
- Wilsonton Shop
- Wyalla Plaza Shop

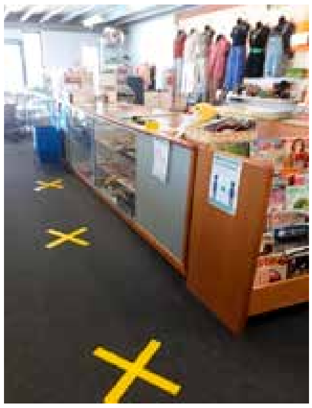
The quantity of donations has remained constant however with the 'fast fashion' era, the quality of garments has declined. We now operate in the same retail environment as some of the larger department stores and are in direct competition with Kmart in particular, which has captured the retail market 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 online and now selling online has impacted donations to Lifeline with many choosing to sell on line rather than donate the item to Lifeline. With the advancement of smart phones and iPhones, it is now even easier to sell goods on line. 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.

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 bricks and mortar outlets. Opportunities for our shops to capitalize on technology are increasing. The need 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 stores continue to represent.

Social distancing measures

Social distancing measures to slow the spread of COVID-19 were incorporated by limiting the opportunities for exposure. The general recommendation was to avoid crowds and close contact by keeping distance between yourself and others. When social distancing is properly implemented, it can be an important strategy to reduce the spread of COVID-19.



Sorters

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 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 extremely busy retail and sorting division. It has been a difficult year and, although she has faced many obstacles in the retail framework, her passion for Lifeline and her role continues.

continued overleaf

Export

Our Export markets have seen solid growth over the past financial year. This financial year we produced and sold over **300 tonnes** of product to various export markets. This product, which is unsaleable through our shop network, raised a profit of $60,000 but also saved $40,000 in waste to result in a net worth of $100,000.

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 to our Distribution Administration team who manage our administration requirements and also to our **warehousing staff** who provide the foundations of our fully functioning facility. This team of staff ensures the smooth running and harmonious working environment of our transport and logistics division.

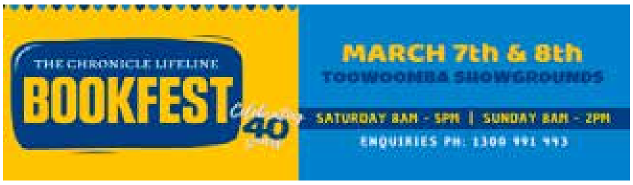
Transport and Logistics

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 conducted approximately 2000 collections from private homes and travelled 135,000km this year throughout South West Qld.

Return-It

Return-It – Toowoomba has processed 10 million containers to date and on 3 June 2020 Lifeline Darling Downs' Dalby Container Recycling Depot celebrated its first birthday. They have now processed 6 million containers.

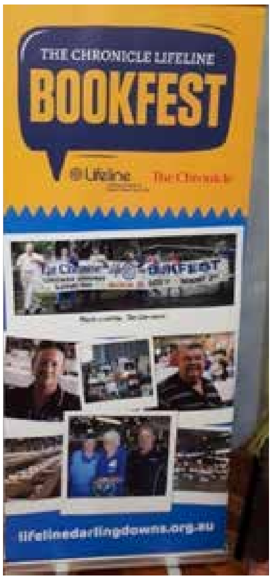
Dalby staff holding their one millionth container



Bookfest

Bookfest was held again this year in Toowoomba. Many thanks to all the volunteers that make this event possible. Just over $70,000 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.

This year we celebrated our 40th Bookfest. A function was held on the Friday night prior to the Bookfest weekend to celebrate this milestone.



Work for the Dole / Work Placement

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 150 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 12,250 hours. Unfortunately, due to the bush fires in January and COVID-19 in March, these activities have been suspended by the Australian Government.

Achievements

- All of our trading outlets are profitable and contributing to the financial wellbeing of our organisation.
- 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.
- 300 tonnes of product diverted from landfill and sold through export markets.
- Continued ability to effectively manage large quantities of donated goods.
- We are a respected second hand retail provider operating 15 retail shops in Toowoomba and 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 online 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.

Future directions

- New Highfields Shop to open in October 2020.
- Work ready programs that provide skills and work experience opportunities.
- Social Enterprise - upcycling of unsalable products.
- Expanding the retail network.
- Increased ICT accessibility for staff, volunteers and workplace participants.

- 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 efficiencies by reviewing process and production.
- Continue to train and support our staff/ volunteers.

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.

Volunteer Truck Driver

Cyril Leitch (Left) is farewelled by our Distribution Centre Coordinator; Stephen Pennels

INFORMATION COMMUNICATION TECHNOLOGY (ICT)

THE TEAM

Manager
Andries Buys

Senior ICT Support Officer
Antoine Changuion

Support Officers
Jay Opperman

Support Officers
Aaron Linder

Support Officers
Thomas Hughes

The ICT team strategically diversified over the past year.

Although we work cohesively as a team, staff responsibilities are now allocated to specific areas within the ICT framework. This structure is proving to be very effective and various improvements were implemented into the ICT network and the way we as an organisation operate.

The COVID-19 epidemic created a number of challenges for the team. However, the team demonstrated during this time that our ICT systems were effective and due to the precautionary measures we implemented, all teams confirmed that they could work effectively from home if needed. We were able to achieve satisfactory results due to hard work and a dedicated team.

LDDSWQL is now positioned favourably regardless of the ongoing obstacles in these uncertain times. Whether staff work from their homes or from the office, we can achieve the same outcomes for the organisation. Due to the changes we implemented in the telephone system, staff can also answer incoming calls from home or in the office. There is also the ability for one receptionist to work in the office while another receptionist works from home.

The high risk and ongoing threats that we receive from hackers, necessitated further upgrades to the systems and additional software was purchased and installed.

The development and successful implementation of the Finance App significantly improved productivity and the finance team reported that tasks can now be finalised within 2 minutes, instead of 20 minutes.

The implementation and setup of Jet reporting has significantly improved the efficiency of providing structured and meaningful reports for everyone involved.

ICT is excited and positive about these changes and innovations. The growth in LDDSWQL in all areas, including ICT has been extremely positive and we as a team, look forward to the next chapter and what it holds in store for us.

SUBMISSIONS

Service Profile

Submission Writing investigates grant opportunities and works with staff across the organisation to develop funding applications and tenders for a range of projects and programs.

THE TEAM

Manager Submission Writing
Louise Kennett

Achievements

During the 2019-2020 financial year, total funding requested was in excess of $8.1M with $1,638,459 secured (of this the Manager Submission Writing requested $7,242,187 with $1,224,243 secured). At the time of writing, six submissions were pending.

These figures compare to 2018-19 with $4.1M requested and $3,837,672 secured and to 2017-18 with $13.6M requested and $6,456,297 secured. 22 submissions were lodged (21 by the Manager Submission Writing). This represents two less submissions than the 2018-19 financial year.

Funding ranged from:

- $615,000 from the Department of Social Services for Specialised Family Violence Services

to

- $2,229 from the Queensland Communities Foundation for the Indigenous Advancement Strategy Level Up project

Additional grants were awarded for:

- Laptops for our retail stores (Gambling Community Benefit Fund);
- Funding for an additional six months for the Community Connections program (Darling Downs and West Moreton Primary Health Network); and,
- Funding for an Elder Youth Connections program and a Reconciliation Gathering in Cunnamulla (Department of Aboriginal and Torres Strait Islander Partnerships)

Challenges

The reduced submission numbers for the financial year are largely due to the social and economic impacts of the COVID-19 pandemic. A number of funding bodies delayed their decision-making processes or decided to withdraw or not offer grants.

Due to the reduced workload associated with submission writing, I worked extensively with Marketing and Fundraising across a number of projects. This included a significant contribution to the development and implementation of the new website. I also worked with staff across the organisation to undertake planning for a range of new and ongoing programs and projects.

Future directions

Monitoring the changing grant landscape in view of the ongoing COVID-19 crisis and working with the Executive Management Team and all staff to recognise emerging areas of need and identify new funding opportunities.

FUNDRAISING & MARKETING

Service Profile

The Fundraising and Marketing Department is responsible for generating income through fundraising activities and building the organisation's brand so that Lifeline Darling Downs and South West Qld Ltd is recognised as the charity of choice in the region.

THE TEAM

Manager Fundraising and Marketing
Kirsten McGovern

Manager Community Engagement
Matthew (Matt) Gregg

Achievements

The Fundraising and Marketing Department had a very successful year raising vital funds for the organisation through monetary and 'in-kind' donations.

- In August 2019 we welcomed Matt Gregg to the team as Manager Community Engagement. The expansion of the department has allowed us to concentrate on building corporate relationships in the community and greatly enhancing our social media presence in addition to our many fundraising initiatives.
- In September 2019 we held our annual Out of the Shadows event in acknowledgement of World Suicide Prevention Day. The event comprised a candlelight vigil on the grounds of the beautiful Empire Theatre and we were honoured to have Mayor Cr Paul Antonio speak on the night. This event is significant as it brings the community together to raise awareness, remember those lost to suicide and unite in a commitment to prevent future deaths by suicide.
- We launched the annual Loads of Love Appeal in November 2019 with an outdoor event at Grand Central Shopping Centre. The appeal had been run previously in conjunction with Civic Assist however, during 2019, the trademark name was signed over to Lifeline Darling Downs and South West Queensland Limited to manage it in its entirety.
- We operated many nights during December in Queen's Park working alongside members of the Lions Club of Toowoomba West Inc at their wonderful 'Toowoomba's Christmas Wonderland' annual community event. As one of the major beneficiaries we received $27,000 as did the Toowoomba Hospice and the Toowoomba Hospital Foundation. Our Loads of Love Appeal also ran throughout the month of December and received 22,000kgs of donated non-perishable food items which were provided as food relief to individuals and families in need.
- Our biggest fundraising event for the year 'The Chronicle Lifeline Bookfest' reached its 40th year in Toowoomba in March and we celebrated with a special anniversary function for our volunteers, staff and long-term supporters on the eve of Bookfest 2020. This year's Bookfest raised a massive $72,000 which was allocated to the ongoing provision of our suicide prevention and crisis support services. March also sadly saw the emergence of the COVID-19 pandemic which resulted in the cancellation of a number of planned events and the transfer of our fundraising model to online activities. We were fortunate to have just launched a new website thanks to a grant from the Institute of Technology for Australia and New Zealand (TITAN). The new site meant we had the functionality to conduct online fundraisers with ease.
- In April we launched our Share the Warmth Winter Appeal encouraging the community to donate funds for the purchase of blankets and non-perishable food items for those in need. During the appeal we ran 'Share the Warmth Week', a corporate challenge asking local businesses to share the warmth by raising funds for those less fortunate. Thanks to the generous support of our Matched Giving Partner, LJ Hooker Toowoomba, which was proudly supported by Mike and Julie Stewart, we beat our target of $5,000 for the week as well as our target of $10,000 for the entire appeal.
- May saw us launch the 'House and Home Appeal' in conjunction with the Toowoomba Housing Hub. This appeal raised funds to purchase household items for a person transitioning from temporary housing or homelessness into a permanent home. This appeal raised in excess of $3,700.
- Thanks to the generous support of Toowoomba and Surat Basin Enterprises (TSBE) and the Toowoomba Chamber of Commerce we received over $6,000 worth of non-perishable food items from their 'Hope for the Hungry' food appeal in June.

- "You Return-it we Return-it" – Drought Appeal November 2019 to April 2020:
    - Another highly successful appeal was the Containers for Change 'You Return-it we Return-it' Drought appeal which raised a staggering $60,000 over 6 months to support our struggling farmers and their families. It was the first time we ran this highly successful appeal and we wish to thank the Board of Directors for their support and encouragement in helping to allocate these vital funds which have almost all been distributed to very grateful primary producers.

Challenges

The Fundraising and Marketing Department continues to face growing competition in the fundraising space as the number of local competitors increase. The emergence of COVID-19 has had a further significant impact on our fundraising activities as we work to engage virtually with our donors. The drought is still a concern for the organisation with existing donors being unable to assist due to their own circumstances. Regardless of the challenges we face, we will continue to spread our key message that we are a local charity helping our local community. With all funds we raise staying in our region, for our region, we strive to position ourselves as the charity of choice across Darling Downs and South West Queensland.

Future directions

In the 20/21 financial year we will continue to increase our brand awareness and grow our donor database to provide a strong, stable source of income for the organisation. We will work towards developing alternative means of income generation as we anticipate the COVID-19 pandemic will impact on live events for the foreseeable future. This will involve moving towards online engagement with our supporters as opposed to the traditional face-to-face interaction. As in previous years continuing to build relationships with corporate and individual supporters so that we can work together to achieve mutually benefit results is fundamental to the Fundraising and Marketing Department.

Lifeline
Darling Downs & South West QLD Ltd

FINANCIAL STATEMENTS & AUDITOR'S REPORT

FOR 2019/2020 FINANCIAL YEAR

Lifeline Darling Downs & South West QLD Ltd
Statement of Financial Performance
For the Year Ended 30 June 2020

	Note	2020 $	2019 $
Income			
Gross Sales		3,956,655	4,452,564
Less: Cost of Goods Sold			
Opening Stock		872,311	910,347
Add: Purchases		46,603	109,018
Add: Freight & Cartage		2,000	2,000
Less: Closing Stock		(806,836)	(872,311)
Cost of Goods Sold		114,078	149,054
Gross Profit from Trading		3,842,577	4,303,510
Other Income			
Donations		254,399	307,065
Fees & Charges		164	176
Profit/(Loss) on Sale of Assets		1,517	17,851
Increase/(Decrease) in Value of Shares		(6,137)	453
Grant Revenue - Programs		6,817,263	9,041,786
Grant Revenue - Govt Stimulus,Jobkeeper, Lifeline and UCC		1,159,500	-
Tranquility Care Income		5,509,042	2,962,442
Interest and Dividends		46,025	46,956
Other Income		911,527	788,387
Reimbursements		44,300	140,756
Rental Income		40,408	26,096
Training Income		38,149	50,177
Total Income		18,658,734	17,685,655

The accompanying notes form part of this financial report

Lifeline Darling Downs & South West QLD Ltd
Statement of Financial Performance
For the Year Ended 30 June 2020

	Note	2020 $	2019 $
Expenditure			
Advertising & Promotion		75,708	160,479
Assets Purchased < $5000		146,777	190,708
Audit Fees	2	19,050	19,575
Bad/Doubtful Debts		20,461	19,566
Bank Charges		39,747	30,804
Cleaning		122,097	124,259
Client Support Services		292,863	383,888
Computer Expenses		379,097	255,773
Consultancy Fees		184,430	2,320,948
Depreciation		299,515	300,749
Donations		2,329	3,934
Dumping Fees		105,687	70,279
Electricity		79,835	82,024
Equipment Hire/Lease		6,952	6,421
General Expenses		109,930	196,243
Insurance		65,171	55,696
Interest		22,557	35,439
Legal & Other Settlement Costs		15,166	16,008
Management Fees		102,467	95,332
Motor Vehicle Expenses		322,924	403,212
Postage, Printing & Stationery		147,821	153,429
Rates		41,733	35,552
Rent		844,903	827,593
Repairs & Maintenance		160,998	151,986
Salaries, Wages & On Costs		12,841,950	10,393,143
Subscriptions		26,270	51,076
Superannuation		1,094,015	868,875
Telephone		42,414	88,925
Training & Development		199,052	236,242
Travel & Accomodation		102,914	195,104
Volunteer Costs		16,640	16,409
Total Expenditure		17,931,473	17,789,671
Profit / (Loss) before Income Tax		727,261	(104,016)
Income Tax Expense		-	-
Profit / (Loss) after Income Tax		727,261	(104,016)
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		727,261	(104,016)
Total comprehensive income attributable to members of the entitly		727,261	(104,016)

The accompanying notes form part of this financial report

Statement of Changes in Equity
For the Year ended 30 June 2020

	Retained Earnings $	Asset Revaluation Reserve $	Total $
Balance at 1 July 2018	**5,943,837**	**1,234,836**	**7,178,673**
Profit/(Loss) attributable to the Entity	- 104,016	-	- 104,016
Revaluation increment/(decrement)	-	-	-
Balance at 30 June 2019	**5,839,821**	**1,234,836**	**7,074,657**
Profit/(Loss) attributable to the Entity	727,261	-	727,261
Revaluation increment/(decrement)	-	-	-
Balance at 30 June 2020	**6,567,082**	**1,234,836**	**7,801,918**

The accompanying notes form part of this financial report

Statement of Financial Position
For the Year ended 30 June 2020

	Note	2020 $	2019 $
Current Assets			
Cash and Cash Equivalents		4,876,530	3,820,512
Debtors		678,699	198,377
Less: Provision for Doubtful Debts		-	-
Total Debtors		678,699	198,377
Prepayments		5,046	31,226
GST Refundable		67,924	17,915
Other Income in Arrears		239,699	174,188
Stock on Hand		806,836	872,310
Total Current Assets		**6,674,734**	**5,114,528**
Non-Current Assets			
Investments in Listed Entities/Managed Funds		13,954	20,091
Land & Buildings at valuation		7,015,817	7,015,817
Less: Accumulated Depreciation		(801,702)	(677,013)
Total Land & Buildings at Valuation		6,214,114	6,338,804
Plant, Equipment & Motor Vehicles at cost		1,738,824	1,631,321
Less: Accumulated Depreciation		(1,230,767)	(1,093,728)
Total Plant, Equipment & Motor Vehicles at cost		508,057	537,593
Total Non-Current Assets		**6,736,126**	**6,896,488**
Total Assets		**13,410,859**	**12,011,016**
Current Liabilities			
Income in Advance		10,000	9,289
NDIS Liability		434,660	-
Unspent Government Grants		983,324	1,231,504
Trade Creditors		947,251	581,528
Accrued Expenses		139,001	486,784
Loans - Westpac Bank		281,423	216,968
Group Tax		264,965	-
Superannuation		96,772	-
Provision for Officers Indemnity		5,000	5,000
Provision for Annual Leave		688,432	599,144
Provision for Toil Leave		27,716	39,202
Provision for Sick Leave		27,464	27,464
Provision for Long Service Leave		633,806	588,244
Total Current Liabilities		**4,539,814**	**3,785,127**
Non-Current Liabilities			
Loans - Westpac Bank		697,800	883,143
Provision for Long Service Leave		371,327	268,089
Total Non-Current Liabilities		**1,069,127**	**1,151,232**
Total Liabilities		**5,608,941**	**4,936,359**
Net Assets		**7,801,918**	**7,074,657**
Equity			
Asset Revaluation Reserve	3	1,234,836	1,234,836
Retained Profits		6,567,082	5,839,821
Total Equity		**7,801,918**	**7,074,657**

The accompanying notes form part of this financial report

Lifeline Darling Downs & South West QLD Ltd
Statement of Cash Flow
For the Year Ended 30 June 2020

	Note	2020 $	2019 $
Cash Flows from Operating Activites			
Grants Received		7,663,782	9,273,552
Sales		3,476,333	4,312,143
Interest Received		44,427	45,747
Dividends Received		1,598	1,209
Donations & Bequests Received		254,399	307,065
Fees & Charges, Training & Other Receipts for Services		6,543,590	3,968,034
Interest Paid		(22,557)	(35,439)
Payments to suppliers and employees		(17,075,555)	(17,111,127)
		886,017	761,184
Cash Flows from Investing Activities			
Proceeds from Sale of Investments		-	5,090
Proceeds on sale of Property, Plant & Equipment		23,253	118,520
Purchase of Property, Plant & Equipment		(167,024)	(847,527)
		(143,771)	(723,917)
Cash Flows from Financing Activities			
Proceeds / (Repayment) of borrowings		313,772	485,465
		313,772	485,465
Net Increase / (Decrease) in Cash Held		1,056,018	522,732
Cash at beginning of year		3,820,512	3,297,780
Cash held at end of year		**4,876,530**	**3,820,512**

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

	2020	2019
Profit attributable to the Entity	727,261	(104,016)
Non-cashflows in profit		
Add Depreciation	299,515	300,749
Add Loss / (Less Profit) on Sale of Assets	(1,517)	(17,851)
Add decrease / (Less increase) in market value of Investments	6,137	(453)
Changes in assets and liabilities		
(Less increase) / Add decrease in Debtors	(480,322)	(151,381)
(Less increase) / Add decrease in Prepayments	26,180	(27,723)
(Less increase) / Add decrease in Stock	65,474	38,037
Add increase / (Less decrease) in Creditors & Accruals	329,668	227,051
Add increase / (Less decrease) in Provisions	226,602	265,005
Add increase / (Less decrease) in Income in Advance & Unspent	(312,981)	231,766
Cash Flows from Operating Activites (above)	**886,017**	**761,184**

The accompanying notes form part of this financial report

Lifeline Darling Downs & South West QLD Ltd
Notes to The Financial Report
For The Year Ended 30 June 2020

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 company has not assessed whether this special purpose financial report complies with all the recognition and measurement requirements in Australian Accounting Standards.

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.

The company receives donated goods which are distributed free-of-charge to clients (eg food, furniture). It also receives donated services for its own use (eg volunteers, premises). The company policy is not to record these transactions, due to valuation and other difficulties. There is no impact on profit however, as the value of the donation received (ie income) is offset by an equal amount of donation paid (ie expense).

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.

Lifeline Darling Downs & South West QLD Ltd
Notes to The Financial Report
For The Year Ended 30 June 2020

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.

(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 (previously known as "finance leases") are capitalised, recording an asset and a liability equal to the sum of the minimum lease payments.

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 where substantially all the risks and benefits remain with the lessor (previously known as "operating leases"), 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.

(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 with banks (including tem deposits) 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 Judgements

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*

Lifeline Darling Downs & South West QLD Ltd
Notes to The Financial Report
For The Year Ended 30 June 2020

Donated stock on hand at year end of $806,836 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 2020

	2020 $	2019 $
Note 2: Auditor's fees		
Audit of the financial statements	13,350	12,975
Acquittals of government grants	5,700	6,600
Total	**19,050**	**19,575**

Note 3 : Asset Revaluation Reserve

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

Note 4: 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 5: 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 2020, the number of members was 12.

Lifeline Darling Downs & South West QLD Ltd
Responsible Persons' Declaration
For the Year Ended 30 June 2020

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: R A Barger

Dated this 29th **day of** September **2020**

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF
LIFELINE DARLING DOWNS & SOUTH WEST QUEENSLAND LIMITED

Report on the Audit of the Financial Report

Opinion

We have audited the accompanying financial report, being a special purpose financial report of Lifeline Darling Downs & South West Queensland Limited ("the company") which comprises the statement of financial position as at 30 June 2020, the statement of comprehensive income and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information and the responsible persons' declaration.

In our opinion the financial report of the company has been prepared in accordance with Div 60 of 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 2020 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.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report below. We are independent of the company in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110: Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Information Other than the Financial Report and Auditor's Report Thereon

The directors of the company are responsible for the other information. The other information comprises the information included in the company's annual report for the year ended 30 June 2020, but does not include the financial report and our auditor's opinion thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially consistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Emphasis of Matter - Basis of Accounting

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 company's 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. Our opinion is not modified in respect of this matter.

Responsibilities of Directors for the Financial Report

The directors of the company are responsible for the preparation of the financial report that gives a true and fair view and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the requirements of the Australian Charities and Not-for-profits Commission Act 2012 and is appropriate to meet the needs of the members. The directors' responsibility also includes such internal control as the directors determine is necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the company's ability to continue as a going concern and disclosing (where applicable) matters relating to going concern, and for using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realisitic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but not a guarantee, that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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.
- Evaluate the appropriateness of accounting policies used, and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Name of Firm: Baulch & Associates
Chartered Accountants

Name of Director: BPBaulch
B.P. Baulch

Address: 135A Russell Street, Toowoomba QLD 4350

Dated this 30th **day of** September 2020

IMPORTANT ACKNOWLEDGEMENTS AND THANKS

CORPORATE DONORS

PB Agrifood
LJ Hooker Toowoomba
Consult and Pepper Marketing
Kitchener Street Dental
Clearvision Accountancy Group
Cheap Cars Toowoomba

CORPORATE SPONSORSHIPS

Accession 3
Bendigo Bank
Clifford Gouldson Lawyers
Greenridge Group
Consult + Pepper
Harvey Norman Toowoomba
pbAgrifood
Power Tynan
LJ Hooker
Toowoomba Chamber of Commerce
Tilly's
Total Technology Centre
Robertson Scannell
The Chronicle
Heritage Bank
The David Mactaggart Family Foundation

GRANTS – CHARITABLE ORGANISATIONS – FOUNDATIONS

- Brazil Family Foundation
- Institute of Technology for Australia and New Zealand (TITAN)
- The David Mactaggart Family Foundation
- Impact Philanthropy
- Order of the Eastern Star Darling Downs Chapter No 140 OES
- Queensland Community Foundation

SERVICE CLUBS

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

SCHOOLS

Centenary Heights State High School

MEDIA PARTNERS

Toowoomba Newspapers

Southern Cross Austereo

ABC Radio Southern Queensland

4AK/4WK

Triple MMM

4RR FM

88.1 FM

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 Aboriginal and Torres Strait Islander Partnerships

Queensland Health

Department of Housing and Public Works

Office of Liquor and Gaming Regulation

Office of Justice and Attorney-General

Department of Local Government, Racing and Multicultural Affairs

Department of Industry, Innovation and Science

Queensland Mental Health Commission

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