Lifeline

Darling Downs & South West QLD Ltd

"Continued Growth - Continued Demand"

Celebrating 46 Years of Service

Annual Report 2021

Lifeline

Darling Downs &
South West QLD Ltd

Lifeline Darling Downs & South West Queensland Ltd

(ABN 97 075 403 959)

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

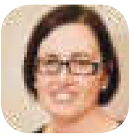
The Lifeline Darling Downs & South West Queensland Ltd Team extends thanks to The Chronicle, ABC Radio Southern Queensland, Radio Stations - Triple M 864 Darling Downs, 4WK, 102.7 FM Toowoomba and Southern Cross Austereo, WIN Television, Channel Seven Queensland, High Country Herald and other rural papers for their support throughout the year.

BOARD OF DIRECTORS

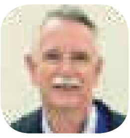
(1 October 2019 to 30 September 2020)

Board Executive

Andrew Taylor
Chairman

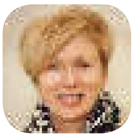


Beck Borger
Deputy Chairman

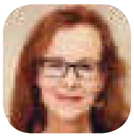


Alex Terwijn
Treasurer

Directors



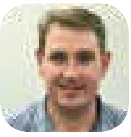
Maryanne Long
(HCS Liaison)



Nadja Jones

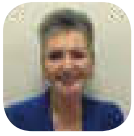
Darryl Bates

Rob Craig

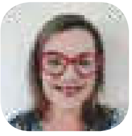


John Henderson

Alan Dean



Denise Quinn



Caitlin Easton

Ian Rosenberger - *Ex-Officio*

Kristy Hogarth - *Ex-Officio*

Ben Hooper - *Ex-Officio*
(resigned Mar' 2020)

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 Lynes	1986
Taisoo Kim Watson	2007 - 2010	Rev Sue Algate	1984 - 1985
Alan Dean	2003 - 2006	Barry Whisson	1982 - 1983
Jennifer Grummitt	1997 - 2002	Jean Bryant	1981
Rob Nielsen	1997 - 1998	Rev Ken Hill	1980
Avril Baynes	1993 - 1996		

Life Members

Miss Ethel Fick OAM (dec'd)

Rev Dr Noel Park OAM KSJ

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.

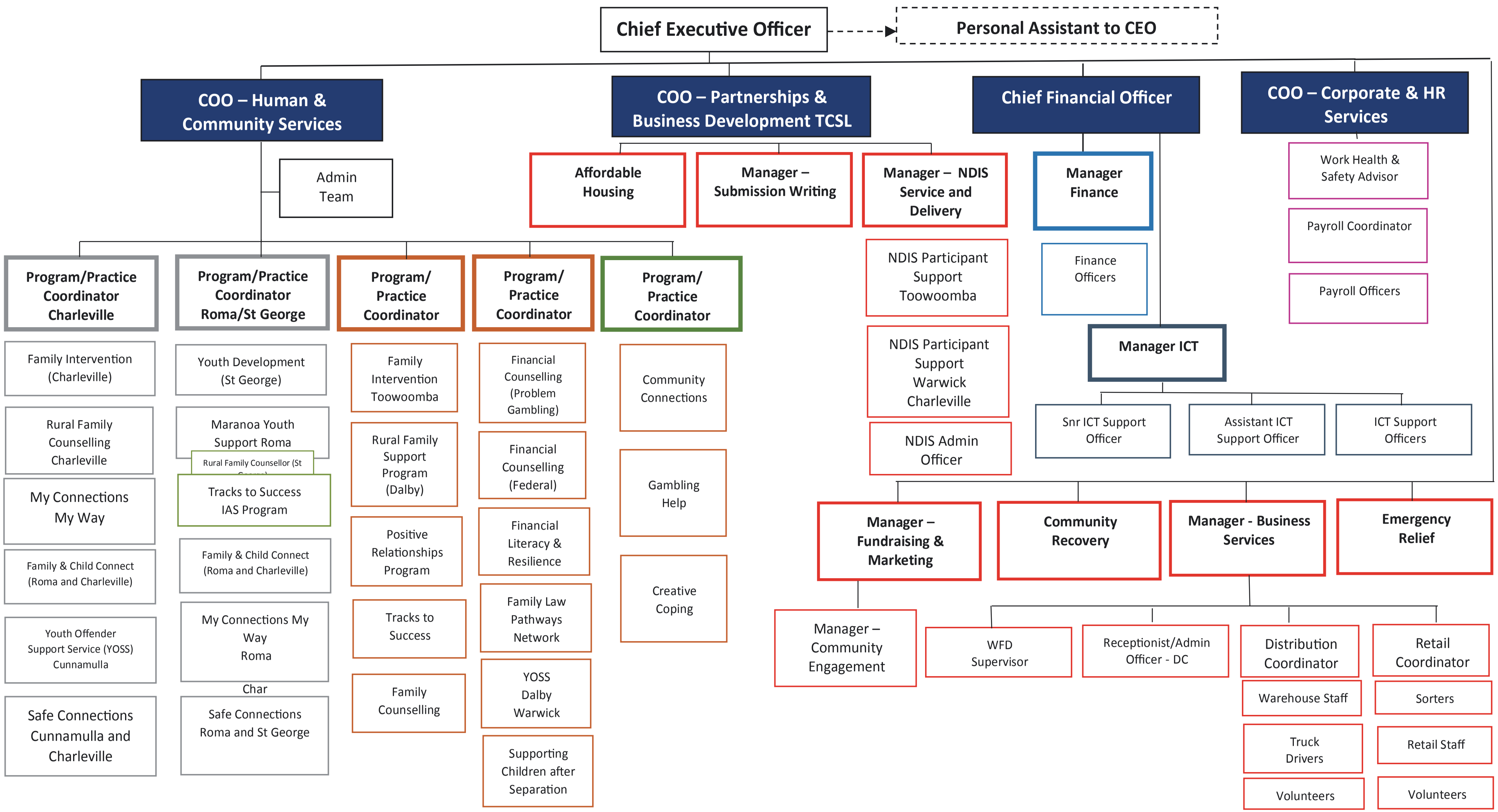
20 JUL 1975	Lifeline Toowoomba opened at Matilda House, 88 Russell Street, Toowoomba (receiving 600 to 700 calls per annum). Rev Geoff Waugh serves as the Interim Director.
JAN 1976	Rev Robert Holt takes over as the Director of Lifeline Toowoomba.
APR 1977	Sister Bernadette Curtin L.C.M. is appointed 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
OCT 2020	Opening of new store at Highfields Central
MAR 2021	No Bookfest held due to COVID-19 Purchase of 41 Gipps Street, Drayton for NDIS accommodation
MAY 2021	New extensions to 65 Edward Street, Charleville officially opened

Lifeline Darling Downs and South West Queensland Limited - Community Recovery Activations from 1990 to 2021

APR 1990	Charleville floods
JAN 1998	Townsville floods
OCT 2004	Crows Nest bushfires
AUG 2007	Equine Influenza - Morgan Park, Warwick
SEP 2007	Equine Influenza - One stop shop - Anzac Avenue, Toowoomba
JAN 2008	Charleville floods Mackay support with Lifeline Community Care
NOV 2008	Rosewood floods
DEC/JAN 2010/2011	Toowoomba floods/ Lockyer Valley/ Warwick/ Dalby/ Condamine / Chinchilla /Murphy's Creek
JAN 2011	Goondiwindi Floods
JAN/FEB 2011	Tropical Cyclone - Yasi
JAN/FEB 2012	St George floods
FEB 2012	Charleville and Tara floods
JAN 2013	Warwick / Dalby / Chinchilla Tropical Cyclone Oswald - Yeppoon and Rockhampton Laidley floods
MAR 2019	Charleville floods
FEB 2019	Townsville floods
OCT 2019	Stanthorpe bushfires
NOV 2019	Millmerran / Crows Nest bushfires
FEB 2020	Gippsland Victoria - Bushfire recovery efforts
MAR 2021	Springfield Lakes - Storm damage response

WHOLE OF ORGANISATION STRUCTURE

Whole of Organisation Structure



ABOUT US

46 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 16 different locations across our coverage area

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

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

In May this year I had the privilege of travelling out west to visit some of our rural offices and retail outlets. Each month, as a Board, we read about the events, challenges and achievements of all of our services, but actually meeting some of our staff and volunteers and seeing first-hand the amazing work that our people do in these places was so impressive and encouraging.

Our staff and volunteers do exceptional work in their local communities. They know the issues that people in those communities face and are well respected and valued.

Our organisation continues to grow in several different ways - in the services that we provide, the number of people that we employ and the facilities that we own and operate. As we grow, our focus is on the people we are there to help. The Board are always conscious of the ways we must adapt and change to meet the needs in the various communities in which we operate.

We have seen our regular programs continue and thrive, we have seen some new initiatives come to life and we have spent some time planning our way forward for the future.

I would like to acknowledge and thank my fellow Board Members. Our Board consists of a diverse group of people who each have a specific skill set that helps the organisation operate. Our meetings are always full of discussion and debate with the sole purpose of making decisions that are in the best interests of our organisation and the people that we engage with. This year, once again, we have faced and met the challenges that have arisen in the current climate.

Lifeline Darling Downs and South West Queensland Ltd is only able to continue providing its services in the region with the good reputation it has because of the dedicated work of our management team, staff and volunteers. On behalf of the Board I would like to thank each of you for your contribution. It is not taken for granted.

Can I also acknowledge our Chief Executive Officer, Mr Derek Tuffield OAM, for his dedication and commitment to this organisation. Derek has announced his retirement and will finish up later this year. Lifeline and the whole region are truly indebted to Derek for his contribution to the welfare of people in our communities. His knowledge of not only the organisation but also the general area of community services in this region is quite extraordinary. He has served us and the community competently, capably and tirelessly over the last 34 years. During his time at the helm, Lifeline Darling Downs and South West Queensland Ltd has experienced exceptional growth. It is largely due to his vision and foresight that we are where we are today. Our words do not adequately convey our thanks to Derek for his leadership, service, and dedication. We wish him and his family all the very best in his retirement.

Looking forward, we can already see that our work will continue to grow as we meet ever increasing demands for assistance. The way we provide our services continues to evolve and our new Strategic Plan will help us find ways to meet that need.

I encourage you to read each of the reports that follow in this 46th Annual Report. Each report represents countless hours of effort and service of our staff and volunteers. The result of their hard work is that people in our community have been cared for and helped.

Andrew Taylor
Chairman

TREASURER'S REPORT

Alex Terwijn - Treasurer

I am pleased to present my 2020/2021 Financial Year Treasurer's Report for Lifeline Darling Downs and South West Queensland Limited (LDDSWQL).

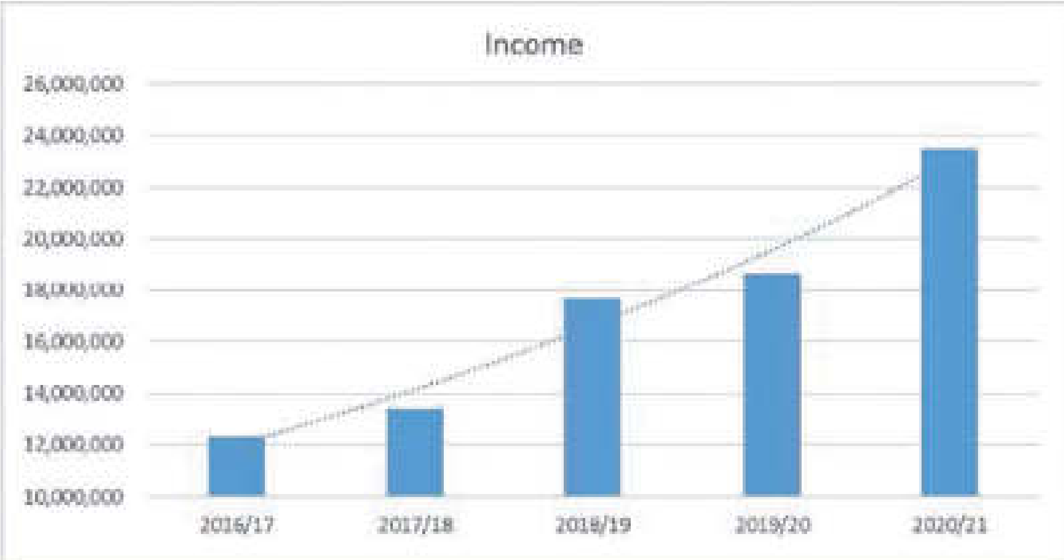
Statement of Financial Performance

Total Income of $23,511,718 earned in the 2020-2021 financial year was the highest in LDDSWQL history and was up 26% on last year.

Major contributing factors to the $4,852,984 increase in Total Income include the following:

- Gross Profit from our Shop trading was up $973,221. This was achieved without any noticeable increase in the number of sales staff.
- Tranquillity Care Services (TCS) income was up $3,343,123 or 55% 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.
- Grant Revenue - Programs were up $562,703

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



Total Expenditure of $22,544,634 was up 26% on last year's $17,931,473.

The major contributing factor to the increased expenditure was the ongoing employment of additional staff during the year in line with increased revenue to support NDIS Services provided to participants. As a result, Salaries, Wages & On Costs and Superannuation was $3,710,173 higher than last year with total employed staff numbers increasing by 51 to 281 at year end.

The Statement of Financial Performance reveals the following impact of the Covid financial support given to LDDSWQL on its net profit over the last 2 years:

	This Year	Last Year
Net Profit	967,084	727,261
Add Back:		
Grant Revenue - Jobkeeper.etc	(1,291,831)	(1,159,500)
Less - Additional Gross Wages	315,500	313,000
Net Grant after wages paid (Jobkeeper)	976,331	846,500
Net Profit/(Loss) before Govt Stimulus etc	$(9,247)	$(119,239)

As a not-for-profit organisation, the Board has acknowledged the net surpluses resulting from the extraordinary external COVID financial assistance over the last 2 years,and has already approved various capital and operational expenditures that have directly contributed to LDDSWQL increasing its level of community services. Further new expenditures will be included in the 2021/22 budget.

Statement of Financial Position

LDDSWQL is in a very sound and solid financial position as reflected by the following balance sheet summary:

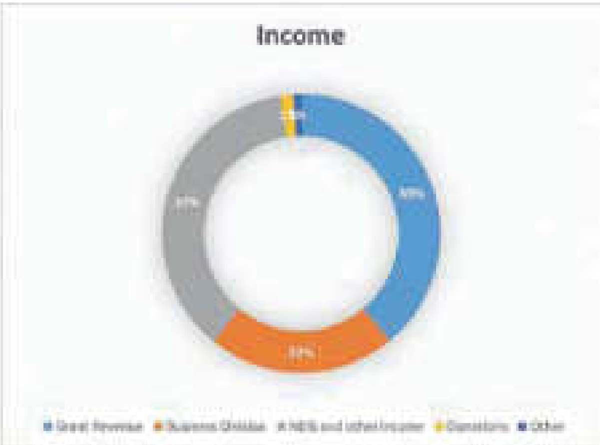
	This Year	Last Year
Current Assets	6,882,811	6,674,734
less Current Liabilities	(4,579,319)	(4,629,718)
Net Current Assets	2,303,492	2,045,016
Fixed Assets	10,142,378	6,736,126
less Bank Loans	(1,579,548)	(979,223)
Net Fixed Assets	8,562,830	5,756,903
Total Net Equity	$10,866,322	$7,801,919

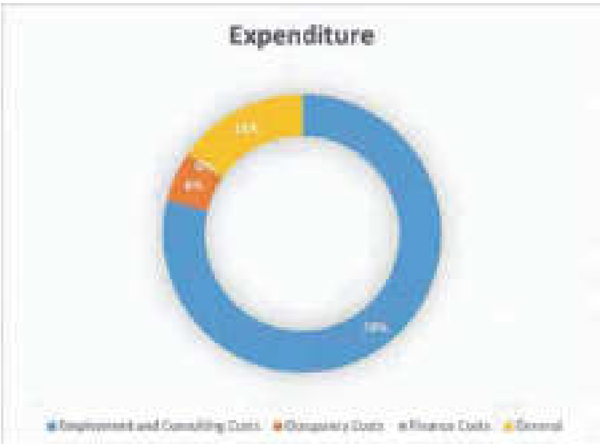
The Net Current Assets or net working capital increased during the year from $2,045,016 to $2,303,492.

Fixed Assets were independently valued during the year. The valuation resulted in an increase of $2,097,319 to the Asset Revaluation Reserve to a balance of $3,332,155 at year end.

Overview

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 2021 and have provided an "unqualified audit opinion". This is testimony to the professionalism of our finance team headed by Colin Aynsley as CFO.

The 2021/2022 budget has been approved and adopted by the Board and our 281staff and 360 volunteers relish the year ahead as we pursue our vision of "We see a future of people living engaged and fulfilling lives throughout our region".

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-second and final report as Chief Executive Officer, 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 an Affiliate Member 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 2020/21 financial year.

JULY 2020

We celebrated 45 years of service to Toowoomba, the Darling Downs and far South West Queensland.

Renovations of Unit 2/14-16 McDowall Street, Roma building.

AUGUST 2020

Accidental Counsellor Training Course offered by Lifeline Direct with funding from Insurance Australia Group (IAG).

SEPTEMBER 2020

Introduction of Caring Dads Program thanks to the support of the Queensland Police Service and Lifeline Darling Downs & South West Qld Ltd.

OCTOBER 2020

The opening of a retail shop at Highfields Central.

NOVEMBER 2020

Awarded the Chairman's Award for the Containers for Change Excellence Awards.

Purchased Cabarita Crescent property to provide client accommodation.

Community Recovery response to Springfield Lakes following extensive storm damage.

DECEMBER 2020

Sadly no Toowoomba's Christmas Wonderland held in Queens Park as a direct result of the impact of COVID-19.

JANUARY 2021

Success with securing the Waste Levy reimbursement.

MARCH 2021

Successfully purchase property at 41 Gipps Street Drayton.

No Lifeline Bookfest as a result of COVID-19.

The introduction of Portable Long Service Leave in Queensland.

APRIL 2021

Twelve young trainees graduated from Skilling Queenslanders for Work program.

MAY 2021

We launched the 2nd Lifeline "Share the Warmth" Winter Appeal.

Successful opening of the extensions at 65 Edward Street Charleville.

Centenary Heights State High School Interact Club donates over 12,750 non-perishable foods for Emergency Relief. (19th year of donations)

JUNE 2021

Community Drought Support Funding received for the second year.

Challenges Resolved

- The construction of additional office space at our 65 Edward Street, Charleville Office was completed in November 2020.
- The completion of the eastern section of our spare office space at 14 McDowall Street, Roma, in July 2020.
- The opening of a new shop at Highfields in November 2020.
- The introduction of our new accounting package Microsoft Business Central during July 2020.

Future Challenges

- With the continued growth of our NDIS program, suitable office space going forward will be a challenge for 2021/2022.
- The construction of a new book storage area at our Distribution Centre, 192A Stephen Street, Toowoomba.
- Securing suitable long term office accommodation and training space in Cunnamulla.
- Potential future impact of COVID-19, or its mutant strains could cause periods of extended lockdowns which would have a direct financial impact.
- Constant demand for additional housing for NDIS clients who require supported independent living.
- The roll-out of our latest Strategic Plan 2021-2023.

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
- Formulation of a strategic plan for Tranquillity Care Services.

Consortiums and Partnerships

Once again it is extremely important to also acknowledge the importance of consortium partnerships 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.

- Flexi-school Intergenerational Mentoring Hub construction project 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
- The Order of St John Hospitaller
- Robertson Scannell - Solving Common Business Problems

Partnerships & Business Development

COO - Rodney Watton CMgr, MIML, PA.

It's hard to believe that 7 years has passed since Rodney accepted the then newly created position of Manager Submission Writing and Innovation. It didn't take long for Rodney's skills to be showcased. In November 2016 Rodney was appointed COO-Partnerships and Business Development. Rodney's work also included presenting with me to the Board of Directors in October 2016 on diversification to allow continued growth with the introduction of the National Disability Insurance Service in January 2017. This saw the creation of Tranquillity Care Services within our organisation. His passion for social housing saw us appointed as the lead organisation for the Toowoomba Housing Hub in 2018 and the formation of The Good Hood in 2021. Rodney has the vision, the passion and the dedication not only to our organisation but to the wider communities in which we operate. Thank you, Rodney it has been my pleasure to work closely with you during this period of continued growth for our organisation.

Human and Community Services

COO - Rachelle Patterson

Finding the right COO for our Human and Community Services is always an extremely important position to fill with the correct person who possesses the correct skill set. In March 2017 we appointed Rachelle Patterson and four years later we know we got it right. Rachelle has brought to her role, extensive experience and proven leadership. Her ability to think outside the square and problem solve has been outstanding. Her dedication ensures that Lifeline Darling Downs offers the highest quality responsive service that fits our geographical regions of operation. It's hard to believe that four years have passed since Rachelle's appointment, and we look forward to her continued leadership commitment in the years to come.

Finance (Accounts)

CFO - Colin Aynsley

Three years have passed since Colin joined us as our Chief Financial Officer. During this time Colin has also managed oversight of our ICT Department, Accounts and line management for our Commercial Property

continued overleaf

and Asset Manager Heidi Nimac. Colin is committed to delivering the highest level of financial accountability as well as helping to streamline the processes to help reduce workload. Recruiting experienced Chief Financial Officers (CFO) in today's world is becoming more challenging and we are grateful for having secured Colin's services and professionalism. 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 2020/21. The Finance team has seen significant development over the past 12 months. This has resulted in an increase in staff numbers and training for our finance staff.

Corporate and Human Resources

COO - John Pearson

John has been extremely busy during his first 15 months with us. He has been focused on streamlining our on-boarding staff processes with the introduction of CONNX. Other work priorities have included updating and reviewing our Enterprise Bargaining Agreement 2017, Work Health and Safety procedures/audits and continued Payroll enhancements. John brings to this position, years of experience in the Human Resource field, extensive Work, Health and Safety knowledge and expertise that our organisation needs to help address future challenges. John also has oversight of our Payroll Team which has experienced growth over the past 12 months. Working closely with Rebecca Waterfall, our HR Coordinator, we have continued to strengthen our focus on staff confidentiality and salary and wages. The payroll team have done an amazing job to help support the growth within our organisation.

Business Services

Manager - Angela Klein

On 19 August 2021, Angela Klein celebrated 25 Years with our organisation. I had the pleasure of employing Angela so many years ago as a clothing sorter, witnessing her progress as an outstanding Shop Manager and now as Manager Business Services. Angela has a lot more to contribute going forward. She is passionate about the work that Lifeline performs in the community. She closely monitors our Retail Shop performances, our exports, our Containers for Change sites, and our purchases of goods for resale purposes. The past 12 months have again proved to be a challenging time for her. The impact of COVID-19 has raised various operational challenges not experienced previously by our Business Division in the past 45 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 Manager Retail Operations, Stephen Pennells Distribution Centre Coordinator and many other staff and volunteers.

Fundraising and Marketing

Manager - Kirsten McGovern

Kirsten has worked tirelessly over the past 12 months and has achieved another successful year as Manager Fundraising and Marketing. Working closely with Matt Gregg, they have navigated their way through the various challenges that COVID-19 has presented for our fundraising team over the past 12 months. Supporting staff and helping to promote activities such as Toowoomba Winter Shelter Appeal, Share the Warmth, Loads of Love Appeal December 2020, Push Up Challenge, Hike to Heal, Betty's Burgers and Shanks for Lifeline are just a few of the activities that occurred during 2020/2021. This year we also assisted Cheap Cars Toowoomba to present their 11th vehicle. None of this can happen without a concentrated and well-coordinated effort.

Community Engagement

Manager - Matthew Gregg

How fortunate we are to have secured the services and talent of Matthew Gregg in August 2019. The energy he brings to our Fundraising and Marketing Team is outstanding. Over the past 12 months Matt has introduced podcasts and with Kirsten McGovern has developed the first informative and high-quality organisational video on the work of Lifeline Darling Downs and South West Qld Ltd. Matt is well-known around Toowoomba and an important addition to our Fundraising and Marketing Team. His knowledge and expertise of social media, community relationships and his interest in Toowoomba's youth have made him a highly valued asset to help strengthen our Fundraising and Marketing team.

Personal Assistant (PA)

Robin Waldie

For the last seven years Robin Waldie has been my Personal Assistant (PA) and the Board Secretary. Over the past 12 months Robin has been trained as an Accidental Counsellor presenter and is qualified for Community Recovery activations. As I exit the organisation, I know that Robin will, without hesitation, support the incoming CEO and provide the same exceptional level of expertise and commitment as she has to me during her time with Lifeline Darling Downs. I cannot overstate the importance of a highly proficient and qualified Personal Assistant to any Chief Executive

Officer. I have watched her grow in confidence, seen her increase her qualifications and become a respected presenter during Accidental Counsellor workshops. I know how much the Board values her contribution and I know that she will continue to give 110% at all times.

Community Training

Trainer - Rob Nielsen

Many people will not know that Rob Nielsen has been with Lifeline Darling Downs for more than 37 years! During his time with Lifeline, Rob has been a Board Director for two 10-year terms, he is a past Board Chair 1997-1998, is a past telephone counsellor and today provides invaluable training in the areas of DV-Alert, Mental Health First Aid, Mental Health First Aid for the LGBTQI+ community and for Seniors, MindFIT, Myers Briggs and SafeTALK just to mention a few. In addition to his training schedule Rob has been involved in Community Recovery activities. He also volunteers to sort books on weekends at the Lifeline Distribution Centre and regularly assists our Russell Street Administration staff during busy periods or staff shortages. I wish to express my sincere thanks for Rob's commitment to our organisation, his friendship and his commitment to the vision, mission and values of Lifeline Darling Downs over the past 37 years. He certainly is "Mr Ever Ready".

Community Recovery

Lifeline Darling Downs has been involved in Community Recovery activations since the 1990 Charleville Floods. Over the next 30 plus years we have responded to numerous floods, bushfires, hailstorms, cyclones, equine influenza, and provided support to far North Queensland and interstate to Gippsland, Victoria. The 2020/2021 financial year has been quieter for our Community Recovery staff. November 2020, we responded to storm damage at Springfield Lakes. I wish to express our sincere thanks and appreciation to all of our highly experienced Community Recovery Workers both past and present, for their willingness to respond, often at short notice, and provide psychological first aid to locals directly affected by natural disasters in the past 12 months. In this year's report I have recorded a list of all our activations since 1990 to 2021. It's easy to see that most of our activations occur in January/February/March annually.

Rainbow Connections

The Rainbow Connections Committee has not been as active during the past 12 months as in previous years. Sadly, we lost active and supportive committee member Thomas Coyne in April, as a result of a car accident in the Allora township. Thomas is remembered as a "Local Hero" and a "tireless advocate". The Rainbow Connections committee has worked to support our Safe Connections Toowoomba staff who work with LGBTQIA+ people who are experiencing/or have experienced domestic and family violence. The Rainbow Connections committee will continue to meet and help increase the awareness, understanding and challenges that members of the Rainbow community experience in Toowoomba and surrounding districts. Did you know that approximately 11% of Australians identify as being part of LGBTQIA+ communities? In the Toowoomba Regional Council region with a population of approximately 170,000 people - 11% would be 18,700 people.

Tranquillity Care Services

The growth of our disability arm - Tranquillity Care Services - over the past 3.5 years has been nothing short of amazing and we acknowledge the work of Manager Melissa Volp. Together with staff and participants we have witnessed Tranquillity Care Services grow and expand at a rate far greater than we could have ever anticipated in January 2017.

Conclusion

This is my last CEO's Annual General Meeting report and I wish to acknowledge that 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. I wish my replacement every success in leading this amazing and highly respected organisation for years to come.

Derek P Tuffield OAM
Chief Executive Officer

CORPORATE & HUMAN RESOURCES

John Pearson

Service Profile

The Corporate Services and Human Resources team is responsible for developing and deploying innovative human resources frameworks for LDDSWQL's employees and volunteers. These frameworks are designed to build an engaged and productive workforce in a work environment that supports and develops employees and volunteers. The section also supports a robust corporate governance structure which is underpinned by quality assured organisational policies and procedures.

THE TEAM

Chief Operating Officer (Corporate and Human Resources)
John Pearson

Human Resources Co-ordinator
Rebecca Waterfall

Payroll Officer
Christine Foulds
Michelle Lukritz

Workplace Health and Safety Advisor
Craig Lincoln

All of what follows is a result of the dedication and professionalism of the HR team. I would like to acknowledge the efforts of Bec, Chris, Michelle and Craig and thank them for their commitment, collaborative inputs and sense of humour and support over the past 12 months.

Achievements

The 2020/21 financial year saw the initiation of several longer-term projects designed to support LDDSWQL's strategic directions and goals. The major initiatives were:

- Implementation of the ConnX HR software
- Work Health and Safety Audits
- Work Value and Remuneration
- Enterprise Bargaining Preparation
- Policy and Procedure Development
- Covid 19

Implementation of CONNX HR Software

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

The implementation of the system began in August 2020 with the initial phase of reviewing current HR processes and data integrity along with consultation of key stakeholders in the HR system. The installation also required detailed planning and documenting of the current workflows for the HR Administration and Payroll processes.

Through the last quarter of 2020, intensive days of training were undertaken with the ConnX consultants to up skill the HR staff with the system's operating requirements. The intervening periods between the training days were utilised to map out the operational requirements needed to bring the system online.

The ConnX system has now been populated with all the staffing data held in the payroll system which has allowed for the establishment of organisational charts and workflow protocols to streamline many of the administrative processes. The implementation of the automated workflow forms has meant that some current practices and processes were centralised into Human Resources to allow for the system to work effectively.

In addition to the workflow processes, work has been undertaken to develop the reporting function of the system and the ability for the system to house all the HR policy and procedure documentation.

The Onboarding module of the system is now used extensively for the appointment of new employees and an efficient workflow process for Letters of Offer, disseminating relevant employment information such as policies and procedures and collating payroll documentation for superannuation accounts, tax file numbers and bank account details has been implemented.

Overall, the feedback from new staff members and managers has been very positive, with a noticeable decrease in the time to have offers accepted and the number of paper-based documents reduced considerably. The efficiency and time savings from the implementation of this module has resulted in a 75% reduction in time spent onboarding employees and has also significantly increased the accuracy of the data provided to the payroll system.

The recruitment module is also planned for implementation in the first quarter of 2021/22 financial year, and this will be followed by the implementation of the reporting module.

Workplace Health and Safety Management System

During 2020/21 LDDSWQL commenced the adoption of 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 are being 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.

From a management perspective, the system requires the Board and EMT to understand their shared legal obligations. In addition, overall responsibility for the management of WHS has been assigned to a member of EMT and a Board member who will be responsible for reporting to the Board and EMT respectively.

Following the initial audit of the current practices, policies and procedures a Work Health and Safety Responsibilities document has been developed and acknowledges LDDSWQL's commitment to safe work practices and advocates for a risk management approach to developing, implementing and evaluating safety policies and procedures.

A dedicated WH&S Risk management matrix has been developed to document the process for the identification, assessment and control of work health and safety hazards and their associated risks in accordance with legislative requirements. Work on the matrix has proceeded with templates now in place for:

- Retail Sites
- Tranquillity Care
- Counselling Centres
- Distribution Centre
- Administration Offices

In addition, a comprehensive external Safety Audit was undertaken of the Return-It sites at Perth Street and Dalby during October. The report was provided in October 2020 and set out actions required to correct areas that were not compliant with Legislation or Codes of Practice.

Working with the Auditors to gain direction and work through the recommendations, a comprehensive set of documentation relating to the audit issues was provided to the Auditors within the required timeframes. The response from the Auditors was positive and there is a continuing dialogue with the auditors as the responses are fine tuned to meet the site-specific requirements.

Regular breath testing of staff, site inspections and training programs have continued throughout the year. The current effective WHS systems in place are reflected in the Workcover premiums which as of June 2020 were 54% less than our industry rate.

Work Value Study

During the period from June to October, a Work Value benchmarking study to provide a base line for future classification and remuneration strategies was undertaken. With assistance of external experts from The Argent Group, the benchmarking study examined 30 positions at different classification levels across all operational areas.

The benchmarking has allowed for the construction of a classification grade structure within which all classification levels fall. In addition, the benchmark positions were tested for remuneration competitiveness with all positions falling within the Q1 range for remuneration. When the salary packaging benefits provided to staff were factored into the remuneration comparison, Levels 1 to 4 were found to be in the median range with the other levels moving closer to the median salary but still within the Q1 Employment Cost range. Overall, this provided evidence that the salaries for staff employed under the Enterprise Agreement are competitive in the employment market.

At the conclusion of the project there are now five trained and accredited evaluators who will be involved in the ongoing roll out of the project. LDDSWQL is now well placed to ensure an objective review of the work performed in each role can be undertaken, which will allow for a consistent and equitable approach to position classification levels across the organisation.

continued overleaf

Enterprise Bargaining Preparations

The current Enterprise Bargaining Agreement has a nominal expiry date of 27 September 2021. The Agreement does however remain operational until a new agreement has been negotiated and approved by Fair Work Commission. The current Agreement is being redrafted to include the 21 amendments required by the Fair Work Commission prior to certification of the 2017 Agreement.

In addition, research is being undertaken to compare the current arrangements provided for in the 2017 document and recognised best practice with a view to incorporating these provisions into the new Agreement.

Another feature of the drafted Agreement will be the intent to have one Agreement to cover all employees (including Tranquillity Care Services) and the rationalisation of the provisions of four different Awards into the Agreement to standardise employment conditions as much as possible.

Policy and Procedure Development

The regular review of policies is proceeding.

The new/revised polices approved during the year included:

Grievance Policy

This Policy consolidates existing policies covering Discrimination, Workplace Bullying, Harassment, Employee Grievances and Workplace Rights issues. The new policy was created following a grievance issue between staff members and removes the inconsistencies between several previous policies relating to grievance resolutions.

The accompanying procedures now provide for a consistent approach to resolving grievances and replaces conflicting processes which were associated with previous policies and procedures. An additional guide for dealing with the management of support persons is also part of the revised package.

Recruitment and Selection Policy

This policy replaces a policy initially established in 2013 and reinforces the principles of equity, competitive selection, merit-based appointments and confidentiality. The policy also establishes a link to the Enterprise Agreement for appointments to Permanent, Fixed-term and Casual appointments.

The accompanying Procedures have been re-written to facilitate the ConnX HR systems requirements for:

- Advertising Vacancies
- Selection panel processes (shortlisting, interviews, conflicts of interest)
- Appointment processes
- Communication with unsuccessful candidates.

Classification and Reclassification of Positions Policy

The policy replaces a process developed in 2002 and aligns current practice to the Enterprise Agreement and the use of a structured work value assessment tool to determine the appropriate classification and remuneration levels for positions.

The policy also introduces the concept of linked classifications which will allow staff to progress from one level to the next level provided certain experience and qualification criteria are met. This will enhance career paths and reduce the need to undertake a reclassification review for positions with clearly established progression arrangements.

The procedures associated with the policy have also been re written to establish new processes for work value assessments and establish guidelines to assist with the decision making for reviewing positions.

COVID-19 return to work plans

The COVID-19 plans have been regularly reviewed to keep pace with the changes in Government Directives. This has allowed staff and volunteers to work safely while keeping the risk of contamination as low as possible. Physical distancing measures, the use of face masks, increased hygiene protocols, working from home arrangements and other recommended precautions have been implemented across all sites with tailored plans in place for each work site.

The three-day lockdowns in the greater Brisbane region during January, March, April and the longer lockdown in June 2021 had minimal impact on operations apart from the requirement for a few staff to home quarantine and the need for those staff who had been in the lockdown areas to wear face masks. For the small number of staff who resided in the impacted areas, arrangements were put in place to allow these staff to work from home for the duration of the lockdown periods.

Preparation was also undertaken for the introduction of the Check in Qld App. All LDDSWQL sites have been registered for the App and were prepared for the introduction of the check in requirements when they came into force on 9 July 2021.

Operational Issues

Following the legislative changes for both Blue and Yellow cards, Human Resources has taken over responsibility for managing the application process for both cards. As from 1 February 2021 the No Card No Start rule for both cards applied to most of LDDSWQL employees. This requirement has now been built into the ConnX on boarding processes to ensure compliance with the legislation. An audit of all current staff records in relation to both cards was undertaken to ensure compliance.

With the introduction of portable long service leave arrangements for Community Services workers LDDSWQL has assessed that 'frontline' employees will be eligible to participate in the scheme. Under the guidelines discussed with Q Leave, employees involved in Administrative and Retail activities have been excluded from the scheme as their skill sets were deemed to be transferrable between different employment sectors. The QLeave arrangements now cover 185 employees or approximately 60% of the workforce.

The amendments to the Fair Work Act relating to the engagement of casual employees came into effect in March 2021. The amendments required all current and new employees to be provided with a Casual Employee Information Sheet. In addition, an offer of continuing employment in writing to all employees who have been employed on a regular basis for at least 12 months or within 21 days of their 12-month anniversary whichever comes first is required.

Challenges

The major challenges for the next 12 months will be balancing time and resources between necessary operational priorities to ensure safety and compliance and the need to push ahead strategic initiatives such as the ConnX implementation, Safety Review and Enterprise Bargaining. These resourcing issues will be ameliorated to a degree through the budget allocation of dedicated positions to manage Volunteers and Quality Management. These positions will also create opportunities to add value to the short and long term success of LDDSWQL.

Future directions

With the finalisation of the ConnX HR system and a revised Enterprise Agreement, the framework will be set to facilitate further, the initiatives set out in the Strategic Workforce Plan and establish a comprehensive plan for the management of our volunteer workforce.

The introduction of the Quality Management role will improve the way policies and procedures are developed and managed in the SharePoint site and further work in conjunction with ICT will help to rationalise the site and improve its functionality.

With over 300 volunteers engaged with LDDSWQL, the dedicated Volunteer Management position will enhance the way in which this valuable asset is managed and supported through a comprehensive on boarding process and the establishment of regular communications and training initiatives.

PARTNERSHIPS & BUSINESS DEVELOPMENT Rodney Watton

THE TEAM

Chief Operating Officer - Partnerships and Business Development
Rodney Watton

Manager Business Development and Support
Michelle Wiersma

Manager Tranquillity Care Services
Melissa Volp

Manager Submission Writing
Louise Kennett

Manager Service Integration (Toowoomba Housing Hub)
Helen McGrath

Community Educator
Rob Nielsen

Community Engagement Officer (Community Connector Project)
Frances Holmes

Project Coordinators (Winter Shelter Toowoomba)
Peter and Julie Rubie

Achievements

Partnerships and Business Development

The establishment of Michelle Wiersma into the role of Manager Business Development and Support has assisted both me and the other teams in my portfolio. This new role is designed to assist with the transition of Tranquillity Care Services into its next stage of operation and assist more generally with the development of new business and opportunities as they arise. As you will read in Michelle's report it has been a busy but rewarding year and it is difficult to envision how a number of activities could have happened without Michelle's input and support

Community Education and Training

This year we had an opportunity to partner with Lifeline Australia and Centres throughout the east coast to deliver Accidental Counsellor Training using new course materials developed by Lifeline Australia's Corporate Training Department. The training was delivered as part of the Lifeline Australia Community Connectors Project sponsored by NRMA's parent company IAG. Frances Holmes was approached to undertake a community engagement element of the project and we developed a team of Lifeline staff and casual trainers who demonstrated amazing capacity to deliver the content in a way that engaged and supported the participants to reach out to people who are struggling and in so doing creating a small army of emphatic and equipped accidental counsellors. The project with very tight timelines (six months to deliver 12 months of courses) achieved well beyond my expectations delivering to almost twice as many participants and 43% more deliveries. This outstanding achievement is the result of a very hard-working team effort by Frances, Michelle, Denny, Robin, Sharon, Pauline, and Rob.

Rob Nielsen had a busy year delivering a range of training throughout the region, the State and Interstate. Rob undertakes this work as a volunteer with the profits contributing to the larger work of the organisation. Rob also volunteers his time to provide support to various groups, sorting books at the distribution centre, and helping myself and others keep our office plants alive. I for one lean on Rob's willingness and wisdom on a regular basis. His contribution to our organisation continues to be significant.

Submission Writing

It was not a fertile year for funding submissions with the COVID pandemic and related economic conditions reducing the funds available to the organisation. Louise however has been steadfast in putting our best case forward for any available funding and has also supported Fundraising and Marketing develop a range of copy and has assisted with procedural documents, strategic planning documents and the redevelopment of our position descriptions.

SafeStart - Transitional Accommodation Units

The SafeStart units provide a transitional housing opportunity for women (and their children) who have escaped, or experienced domestic and family violence. We have had two relatively stable tenants for most of the year. We were also able, with the assistance of the Lions Club Toowoomba West, to have one of the units redecorated and, with support from Harvey Norman and Mitsubishi, we have reverse cycle air conditioning for both units with one installed during the year with the exceedingly kind contribution of labour by Robear Electrical and Air Conditioning.

Tranquillity Care Services

From a business development perspective Tranquillity Care Services had another amazing year with a 32% increase in participant numbers and a 40% increase in revenue. We have also grown the team from just under 100 to 136 staff during the last year.

Other achievements have included the establishment of our new branding in particular at the TCS office in Neil Street. We have also established the Bunker (also at our Neil Street site) as a base for our capacity building programs and extra space for our ever-growing staff team.

The purchase of 41 Gipps Street, Drayton will provide an opportunity to house and support additional participants and continue to grow our services.

Melissa Volp and her team continue to meet the challenges of the still developing marketplace and scheme. As you will read in the Division's report, they are providing support at significant transitions in some participants' lives and supporting our participants to find a great deal of joy and fulfilment in their lives.

Toowoomba Housing Hub

The beginning of the year was very much still focused on the colocation of the Hub with the HSC and as the COVID restrictions began to ease in our region, Helen and her team started to reimagine the Hub in the new context. This coincided with a perfect storm of low supply and heightened demand for affordable housing that placed a great deal of pressure on the whole housing and homelessness sector.

Helen and her team, specifically Anna Falconer, provided significant support with the Department's implementation of a new CRM (Customer Relationship Management) system designed to capture assessments, referrals, and outcomes into one centralised database, with a view that in the future the sector may all have access to the same information. The person centred, no wrong door approach to assessments made the Hub a valuable resource in the development of the technology.

During the year we established a restructured governance model for the Hub designed to provide elements of the Toowoomba Housing and Homelessness Coalition. The new group is now called The Good Hood Toowoomba. This brought to an end the Hub steering group a number of whom had worked tirelessly to establish the model since 2016. The group is pictured below marking the Retirement of Penny Hamilton as co-chair.

Back Row: Katie Brosnan (SVdP), Michelle Wiersma (Lifeline) Simon King (HSC) Rodney Watton (Lifeline) Darcy Foley (Youturn) Darren Stockman (Mission) Rick Fletcher (RFQ (Richmond Fellowship Queensland)) Charlene Keller (Redcross) Front Row: Helen McGrath (Lifeline) Penny Hamilton (YellowBridge Qld) Mark McConnell (Regional Director Dept Housing Public Works)

The Good Hood had its Inaugural Member Network meeting on Thursday 17 June 2021 with 26 Members in attendance. It is our vision that the Good Hood will provide a community focus for collaborative activities that aim to eliminate homelessness in Toowoomba.

I am delighted to report that we have received our sixth contract variation for the Community Connections Partner. I am also delighted to report that Hub Manager, Helen McGrath, formally resigned from her role with The Department of Housing and Public Works (from which she has been on a leave of absence) to accept the additional 12-month contract extension as the Hub Manager. Helen's ongoing commitment to the project and its ethos has been exemplary.

Winter Shelter Toowoomba

Work that had been undertaken by the Toowoomba Housing Hub Rough Sleepers Working Group, had identified a model in 2019 for a winter shelter from a group in Victoria called Stable One. A significant gap for single adults experiencing homelessness and observing the harsh reality of often having to turn people away on chilly winter nights in Toowoomba was identified.

We had attempted to establish a pilot of the winter shelter model in Toowoomba during 2020 but unfortunately COVID made that impossible. I was humbled and delighted when our initial enquiries as to the faith communities ongoing interest was met with much enthusiasm.

The Model is simple but requires a considerable number of volunteers to be viable for a 13-week period. Seven faith Communities opened their venue one night each week for the 13 weeks. Each night the shelter is staffed by 10-15 volunteers.

continued overleaf

Guests and volunteers join in an evening meal followed by games and activities before retiring to sleep on stretcher beds that are moved between venues each night.

Project Status as at 30 June 2021

- Funds Raised: $29,878
- In-kind Donations: +/- $7,000
- EOI (expression of interest) Volunteers: 243
- Registered Volunteers: 218
- Inducted Volunteers: 180
- Nights: 30
- Registered Guests: 12
- Bed-nights: 150 - total count of people in a bed each of the nights
- Housing Outcome: 1

Volunteers must undergo an integrity check which includes a referee in good standing in the community vouching for their suitability and capacity. All volunteers must be inducted prior to being rostered on to any session/shift. We have also stipulated that all volunteers intending to have direct contact with guests should at least have undertaken the eLearning component of Accidental Counsellor (or have professional qualifications in human services).

The first induction of volunteers was undertaken on 8 May 2021 with 80+ volunteers in attendance. The second was on 15 May 2012 with Michelle Wiersma and myself in attendance and delivering Accidental Counsellor and Helen McGrath and Anna Falconer (as volunteers) providing insight into the lived experience of people presenting as homeless.

With a small army of volunteers, together with the partner churches we commenced delivery of Winter Shelter Toowoomba on 1 June 2021, it was both exciting and challenging as we set the project with its many moving parts in motion. On the fourth night one of the guests that had stayed each evening since the first night, reported to the bus driver in the morning "it's great to feel normal". For me this suggested, that at least to begin with, we had achieved our mission from the perspective of our service delivery by our volunteers and partner churches. At 150 bed-nights this represents the cash value of over two months of Hub brokerage.

Delivering the service also exposed us to the harsh reality of sleeping rough in Toowoomba. Our guests have included a 34-week pregnant woman (our first housing outcome), people who have experienced illness and even hospital treatment while sleeping rough. For many of our guests, a pathway to a housing solution is still not clear but at least while a guest is at the shelter they are well fed, warm and safe at night.

I would be remiss to not acknowledge the outstanding contribution to the project that Peter and Julie Rubie have made; in short without the countless hours of voluntary time and the relationships formed by Peter in particular, the project would simply not have taken place.

Challenges

The NDIS (National Disability Insurance Scheme) remains in flux as the marketplace and the scheme continue to develop. This produces inconsistencies in plans and the outcome of reviews for participants which has obvious implications for our business. The NDIS marketplace also has a more exaggerated competition component than other forms of human services which can lead to tensions in service delivery and difficult multilayered sets of interests at play.

A shortage of affordable housing effects almost every corner of my portfolio from NDIS participants seeking to establish independent living, to people experiencing or at risk of homelessness presenting at the Hub.

Future directions

TCS is at a point where it needs its own leader to allow for the division to develop into its next phase of operation.

Housing and the development of our own properties will be a significant area of development in the coming years.

Final words

Lastly as always, I would like to thank my team for their outstanding commitment to their work and their willingness to stretch themselves to meet the needs of the community. I would also like to thank Kirsten McGovern and Matt Gregg for their support on a range of projects this year. I would like to thank my colleagues from the Executive Management Team, your support and advice have been invaluable. And finally, I would like to acknowledge Derek Tuffield's 34 years working for Lifeline Darling Downs and South West Qld Ltd and thank him for his ongoing support, leadership and mentoring.

Funding Bodies

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

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

WST was funded by a range of donations and sponsorship including a significant grant from the Queensland Community Foundation.

Accidental Counsellor training was funded by Lifeline Australia from sponsorship by IAG Ltd.

BUSINESS DEVELOPMENT

Service Profile

My role as Manager - Business Development and Support is primarily concerned with supporting the COO Business Development to grow and improve LLDSWQL. I am based at Tranquillity Care Services in the Neil Street office, and enjoy a degree of autonomy as I collaborate with a wide variety of people to develop and roll-out new projects and activities. This report outlines the diverse and exciting projects that have been developed and delivered within my portfolio throughout the 2020-2021 financial year.

Manager - Business Development and Support
Michelle Wiersma

Achievements

- **Unleash the Beast podcasts:** based on the event "Unleash the Beast - a conversation about mental health" held in Toowoomba in October 2018, the concept of podcasts was developed in consultation with Matt Gregg, Manager - Community Engagement with a view to sharing, promoting and propagating community conversation about mental health in a relaxed, entertaining and engaging style.
  - Developed a program of interviews with a team led by Matt Gregg and Emma Mactaggart, Author/Speaker/Publisher
  - Co-ordinated and interviewed eight guests over a series of three interviews (Derek Tuffield, Lib McNaughton, Shirley-Anne Gardiner, Dr Maree Toombs, Ron Hampton, Charlie Rowe, Geoff Argus, Rachel Macready) who each shared their insights about mental health and how they manage their own mental wellness

  Although I thoroughly enjoyed hosting the podcasts, I stepped back from the project in early 2021 to focus on the initiatives that follow.
- **Tranquillity Care Services:** in December 2020, I completed a Master of Business Administration (MBA) specialising in Managing and Leading People. This was made possible through the unwavering and generous support of LDDSWQL and the Hubstars at the Toowoomba Housing Hub, to whom I owe my deepest thanks and gratitude. My final paper, *"Understanding the social capital of Tranquillity Care Services program participants"*, was developed in consultation with Rodney Watton and Melissa Volp, Manager - Tranquillity Care Services and aimed at addressing the following real-life problem within the organisation.
  - Tranquillity Care Services (TCS) aims to be the provider of choice for NDIS program participants on the Darling Downs and in far South West Queensland. However, the organisation currently has no mechanism to determine if or how the work of TCS is meeting LDDSWQL's mission to 'Strengthen communities and empower people to thrive by working across the community to promote and support; good mental health, economic stability, social inclusion and healthy relationships'.

    With the ultimate aim of developing a process to measure the impact of TCS programming, the research report first investigated the key factors that affect the social capital of TCS program participants through a vigorous review of the academic literature. A digital self-completion survey was then utilised to collect and analyse demographic and psychometric data from TCS program participants over the age of 18 years.
  - In consultation with Rob Nielsen, Community Education Coordinator and Melissa Volp, Manager TCS, an Employee Opinion Survey has been drafted for delivery to all TCS staff in August 2021 to gauge how TCS staff members feel about Organisational Culture, Teamwork, Information and Resources, Relationships (with their supervisors), Job Satisfaction, Feedback, Work/Life Balance and Accountability at Work.
  - Building on the work of Derek Tuffield and Rodney Watton, I delivered a presentation to the Rotary Club of Toowoomba City that resulted in a grant of $50,000 to contribute to the refurbishment of 41 Gipps Street as a potential SIL/respite property.
- **Lifeline Accidental Counsellor - Community Connectors Project:** Accidental Counsellor training is aimed at people who would like to be able to safely and effectively support friends, family, colleagues, and strangers who are in distress or experiencing a crisis. The 2020-2021 roll-out of deliveries was specifically developed to address the mental health needs of people who have experienced trauma as a result of recent bushfires, flood and drought, and targeted to reach 160 participants in 6 geographical locations.

  Delivery of the course enabled trainers to provide basic skills and a structure to enable participants to provide immediate support and assistance using the 'Recognise, Respond, Refer' model.

In further collaboration with Frances Holmes, Community Engagement Officer and Matt Gregg, we:

- o Developed a marketing plan that included partnering with both TSBE and Chamber of Commerce to promote the course to businesses and individuals in the region.
- o Co-ordinated delivery of 21 workshops by 6 trainers over a six-month period to reach 303 participants in Toowoomba, Kingaroy, Gatton, Stanthorpe, Crows Nest and Goondiwindi (excluding Winter Shelter Toowoomba).

- **Winter Shelter Toowoomba 2021:** the goodwill displayed by the church folk who have engaged in this pilot project has evolved into positive, real-life outcomes for people who are chronically homeless. These outcomes include better health and mental health experiences, reconnection with family, paid employment, stronger connectivity to staff at the Toowoomba Housing Hub who can provide support and, most importantly, stable housing. The opportunity to work with church groups and provide administrative support, training, information and advice to the volunteers within this project is an incredible joy and privilege.
    - o Developed an on-line Volunteer Registration that drew 246 responses at 30/06/2021
    - o Co-branded all policies, procedures and processed over 200 Volunteer Handbooks
    - o Co-ordinated training for volunteers including delivery of induction and Accidental Counsellor training to 160+ volunteers over two days
    - o Provided on-going support to Venue Co-ordinators (including overnight on-call) and Toowoomba Housing Hub staff as they managed guests and volunteers at seven venues
    - o Co-ordinated donations and purchases of over $35,000
    - o Developed marketing plan including a social media presence with Matt Gregg, Manager - Community Engagement and monitored on-line posts and interactions for two Facebook groups
- **The Good Hood Toowoomba:** this group brings together organisations, agencies and individuals who are concerned about and want to work together to eliminate homelessness in the Toowoomba region. Arising from several years of work by the Toowoomba Housing Hub Steering Committee, The Good Hood Toowoomba will look to respond to outstanding actions and objectives of the Toowoomba Housing Hub (Collaboration) Strategic Plan.

  LDDSWQL provides a Community Connections Partner role that includes the Secretariat for the Steering Group that:
    - o Co-ordinated a Town Hall Meeting in October 2020 in consultation with Helen McGrath, Manager - Toowoomba Housing Hub that provided an opportunity to build an influential collective voice to find solutions for more affordable housing and respond to homelessness in our community and led to the registration of 37 individuals and 31 organisations as members
    - o Co-ordinated an Inaugural Members Network Meeting in June 2021 to introduce the Steering Group and the strategic objectives of The Good Hood Toowoomba under the five pillars of People and Partners, Service Delivery, Systems, Resources and Influence
- **Safe Start units:** SafeStart Program is transitional housing for women and their children who have experienced domestic and family violence. Affordable housing and supportive tenancy management is provided with a view to supporting the women and their families to achieve safe and sustainable lives.
    - o On-going contact and tenancy support for residents of two SafeStart units
- **Community participation:** in addition to several guest-speaker invitations to local community groups including TOMNET and various Rotary clubs, I am the organisational delegate for the **USQ School of Psychology and Counselling Industry Advisory Committee.** I contributed to this advisory committee for some years in my previous employment, and am proud of the opportunity to continue to provide front-line insights that may influence the development of tertiary courses or exploration of new opportunities.

  On behalf of LDDSWQL, I have attended several **Chamber of Commerce Business @ Dusk** events throughout the year to build connections with the business community and promote the work of the organisation.

continued overleaf

Challenges

While the experience of COVID-19 has impacted significantly on the lives of many people, I have to admit that it has brought little change in my roles within LDDSWQL throughout the past year. The Toowoomba Housing Hub remained in business, albeit closed to walk-in enquiries during the lock-down period in 2020, and with the increased use of Teams and Zoom meetings my entrée into the Business Development team has been smoothed by the ongoing and ready support of Rodney Watton and my peers.

I readily enjoy a challenge and the opportunity to engage in creative and innovative responses. I take great pleasure in working as part of a team, both sharing my experience and expertise with others and learning from them and I am very much looking forward to what the 2021-2022 year brings to my role!

Future directions

- **Tranquillity Care Services:**
  - o TCS will engage in a restructure to develop a strong platform to enable the continued growth and development of the division supporting people living with a disability.
  - o The development of strategies, processes and tools to measure the work of TCS against the mission statement will continue over the next few months in consultation with TCS staff, participants and other stakeholders. Implementation of these recommendations will enable the TCS business division to increase quality service provision, attract and retain program participants, and develop the capacity of the TCS team. o The Employee Opinion Survey report will be used by management to identify strengths and weaknesses of TCS, and to support the continued success of the organisation by providing the best possible working environment for our staff, so they in turn can better support participants to have the best life possible.
- **Lifeline Accidental Counsellor - Community Connectors Project:** with the expectation of further funding to deliver another 20 workshops, work will need to be done to streamline the processes for training-the-trainers, promoting and booking workshops, and delivering on-line learning modules.
- **Winter Shelter Toowoomba 2021:** will continue to run throughout July and August 2021. An evaluation of the project will be conducted in September with a view to deliver an enhanced project throughout June - August 2022.
- **The Good Hood Toowoomba:** as originally intended in the Terms of Reference, the Secretariat role for this group is likely to pass on to the Manager Toowoomba Housing Hub as I turn to focus on other projects. The Good Hood Steering Group will continue to lead discussions on developing:
  - o a strategy to reduce homelessness in the Toowoomba region; and
  - o a response to the Queensland Housing Strategy Action Plan 2021-2025

COMMUNITY EDUCATION & TRAINING

Incorporating Lifeline Australia's Community Connector Project

THE TEAM

COO - Partnerships and Business Development
Rodney Watton

Manager, Business Development and Support
Michelle Wiersma

Community Educator
Rob Nielsen

Community Engagement Officer (Community Connector Project)
Frances Holmes

Community Connector Project Accidental Counsellor Trainers
Denny Edwards
Sharon H
Robin Waldie
Pauline Stewart

Achievements

Accidental Counsellor

Accidental Counsellor is a short course designed to encourage and give people the confidence to support someone who is experiencing distress. The program provides knowledge and skills to recognise, respond and refer using communication skills developed by Lifeline answering calls to 131114. The two part training consists of an eLearning component (1.5hrs) and a face to face group session (3.5hrs).

LDDSWQL was approached by Lifeline Australia to partner with the delivery of a community engagement project referred to as Lifeline Community Connectors Project. The project funded by IAG has two components: (i) delivery of an overhauled version of Accidental Counsellor training to key people in communities effected by extreme weather events (bush fires/drought) and (ii) the provision of access to those trained in accidental counsellor to telehealth counselling services provided by Lifeline Direct.

After some discussion with Lifeline Australia, we agreed to the delivery of 16 Accidental Counsellor sessions over four regions covering Toowoomba and the inner Darling Downs/South Burnett

We delivered the project in three phases (i) community engagement exercise designed to build up a mailing list of potential community members that might benefit from the training, (ii) training delivery rolled out based on interest demonstrated during the community engagement phase, (iii) online/social media campaign using our website to build and maintain engagement with the key community members that are the target of the training and connect them to the broader project.

A strategy to target key people in the community that had groups of people whom the training would be of benefit too, was very successful and led to deliveries to groups and organisations including Queensland Government agencies, churches, community organisations and school support staff. We also provided a number of community-based deliveries in Toowoomba, Southern Downs, Goondiwindi and Crow's Nest.

23 deliveries in total (excluding four deliveries for the Winter Shelter Toowoomba Volunteers)

Over 370 people registered and 266 completions

Community Education and Training

Rob Nielsen conducted a range of different workshops delivered over the year. These included:

Mental Health First Aid - overall, this two-day workshop was delivered to sixteen groups, including four each at Goondiwindi, Chinchilla and Boonah for the LLDDSWQ Community Connections programme, two each for the Gladstone staff of Magenta Community Services, and Tranquillity Care Services, and one each for the staff of Vanguard Laundry, and Momentum Mental Health.

A MHFA Gambling workshop was held in Toowoomba for TCS staff.

A safeTALK workshop was delivered in Toowoomba for staff of the St Vincent's men's hostel.

DV-alert - workshops were delivered at Toowoomba, Brisbane, Mackay and two in Darwin.

A Myers Briggs workshop was conducted for staff of the South Burnett CTC organisation.

continued overleaf

Understanding Change workshops were conducted for staff of Magenta Community Services in Toowoomba, Gladstone and Lismore.

Several MindFIT workshops were delivered to community members in Toowoomba.

Other Activities

Rob also represented LDDSWQL at meetings of the Queensland Government's LGBTQIA+ Roundtable and the Brisbane North PHN Suicide Implementation team and provided support throughout the year to members of the Marigolds Carer's support group. Assistance was also afforded the LDDSWQL Creative Coping staff in the delivery of their DBT workshops.

Challenges

Face to face deliveries in the time of COVID were challenging and we had more than one delivery postponed or impacted by various lockdowns and outbreaks. While challenging at the time, we have been able to reschedule or rearrange most plans. It was also obvious that many in the community understood the importance of the training, particularly those providing skills to support people experiencing distress or the onset of a mental health condition

Future Directions

We have been given another 12 months of funding for Accidental Counsellor through the Lifeline Australia Community Connectors Project. We are also hoping to deliver MHFA for older people to a range of stakeholders in the first half of the 21/22 financial year.

HUMAN & COMMUNITY SERVICES

Rachelle Patterson

The past 12 months has been a year of consolidation with a focus on the strengthening of practice and consistency across Human Services. This has involved a restructure including re-allocating a number of programs to existing PPCs as well as adding a new position of Practice Lead to ensure our practice is front and centre.

We have maintained our programs as well as adding the Safe Connections Toowoomba program. Safe Connections is a domestic and family violence program as per that already offered in South West Queensland, except specifically focused on our LGBTQIA+ community. This program is one of only a couple nationally and we are very excited that the Commonwealth chose Lifeline and Toowoomba as a site to receive such funding.

We have completed large scale renovations of our Charleville office as well as starting conversations around work that needs to be done on a number of of our other offices. Unfortunately, stock in the majority of the location we work is limited and often the work needed on available buildings is prohibitive.

COVID-19 continues to be an ever-present force within our service delivery however we have become more adept and comfortable at delivering services in this ever-changing environment. Certainly, although there are things we have had to modify, from a client's perspective, it has been business as normal.

One of the environmental observations we have made over the past year is that our clients are presenting with significantly more complex needs. We are constantly dealing with people who are homeless and struggling at a rate that we have not seen previously. This relates largely to the shortage of housing across the region, rather than necessarily being related to COVID-19. What we have observed across all of our programs is that people are presenting with more complexity in their life and our counsellors and support staff are routinely assisting clients to step through a number of issues.

We now have a full complement of Program and PracticeCoordinatorsacrossourfootprint.Ourstaff are in very good hands under a strong leadership team of Deb Olsen (Practice Lead & PPC), Alison Casey (PPC), Darren Tomlinson (PPC), Jacquie Hudson (PPC) and Kylie Hutchinson-Macgowan (PPC). This team are working collaboratively to achieve the best possible outcomes for clients through the delivery of strong evidence-based practice and quality services.

Chief Operating Officer, Human & Community Services
Rachelle Patterson

ADMINISTRATION & EMERGENCY RELIEF

The administration team provide an array of administrative services to the organisation, with a particular focus on supporting Human Services staff and programs. The team also coordinate and provide emergency relief support to the Toowoomba community through the provision of perishable and non-perishable food items and gift cards.

THE TEAM

Administration Team Coordinator
Karen Murray

Administration Team
Tracey Crighton
Evlyn McKenzie
Sandy Neuendorf
Isabella Waldie.

Achievements

- We have continued to provide food assistance to clients each Monday, Wednesday and Friday as well as limited financial and medication (payment) assistance on alternate days. We have seen a much greater need this year with many clients coming into reception stating that they are homeless.
- We are incredibly fortunate to receive regular donations from members of the community including blankets and knee rugs which are greatly received and appreciated.
- We have continued our strong partnership with Second Bite who work alongside the Coles Glenvale and Aldi Torrington supermarkets to be able to provide us with food each week. We also receive additional food items from Coles Clifford Gardens, Aldi The Ridge and Kearney Springs.
- We also continue our partnership with Oz Harvest who drop off much needed bread and vegetables for us to share with the community.
- As a result of our Loads of Love Christmas 2020 appeal, we provided over 5000 food hampers which equated to 1500 families receiving food for Christmas.
- We are very fortunate to have received 41 adopt-a-family hampers from businesses and individuals wanting to make a small difference to the families in our community at the end of the year.

Challenges

The administration team have done an incredible job this year as always, providing countless support hours to the community and also our own staff. It is an unfortunate reality that our admin team often receive calls from distressed and suicidal people. We have provided suicide intervention training skills to the admin team to ensure they feel confident when dealing with people who might be in a heightened emotional state. This training was invaluable for staff to know they have the skills to be able to respond to callers, and to minimise the risk of disconnecting them while being transferred to human services staff. The admin team staff also completed cultural awareness training to ensure their cultural competence when working with Aboriginal and Torres Strait Islander clients.

CHANGING LANES PROGRAM (YOSS)

Service Profile

The Changing Lanes (YOSS) program 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. All referrals for the program come via Youth Justice Services exclusively.

THE TEAM

Caseworkers
Toni Park
Anna Murphy
Gracey Turner

Achievements

- 2020/2021 has seen a name change for the program from Youth Offenders Support Service to Changing Lanes.
- The program has maintained a focus of working with young people under orders, particularly in the Dalby/Chinchilla catchment, but also built upon previously established connections with Restorative Justice and moved towards an earlier intervention framework, particularly in Cunnamulla/Charleville.
- There has been a strong focus upon training and education for young people and supporting them into traineeships, the workforce and further education.
- The program has also been involved in joint initiatives like ‘YJ for a Day’, partnering with plain clothes QPS Officers and YJ staff to jointly visit and engage with young people as part of community focused crime prevention strategies.
- The Changing Lanes program continues to receive overwhelmingly positive feedback from Youth Justice staff and young people and provides a valuable service through reconnecting young people back to opportunity and community.

Challenges

Paroo/Murweh LGAs particularly, have seen a significant decrease in young people attending court in 2020/2021 therefore creating a challenge in maintaining a consistent work load and flow of young people subject to youth justice orders through to the program. As part of the program’s focus upon community responsiveness, Changing Lanes has negotiated to include a proportion of early intervention clients in these areas. This allows for the full capacity of program staff to be utilized in addition to providing early intervention and crime prevention strategies to the community. This will become an achievement moving forward.

Funding Body

Department of Children, Youth Justice & Multicultural Affairs

CREATIVE COPING

Service Profile

Creative Coping is a skills development, group training program, using evidence-based Dialectical Behaviour Therapy (DBT). Participants attend 20 consecutive weekly sessions, during which they develop their capacity to use techniques taught throughout the program. The aim is to improve participant ability to manage overwhelming thoughts and emotions and develop improved skills in the areas of personal interaction and outcomes.

THE TEAM

Rhonda Martindale
Clare Whyte
Katherine Watson
Sarah Owens - maternity leave
Meagan Gentle - maternity leave

Achievements

- Creative Coping delivered four programs throughout the year, with a total of 36 participants completing the skills program. This brings the total number of groups to complete the DBT program through LDDSWQL to 11.
- Throughout COVID both the participant and facilitator skills in online group delivery and interaction improved, allowing the program to continue. However, it should be noted that the participant numbers were smaller than usual which was attributed to some participants likely feeling less comfortable participating through the online forum.
- One of the observed positive outcomes of Creative Coping is reported change across the domains of people's lives including reduced suicidal thoughts, ideation and attempts, as well as improved relationships with those around them.
- We received a generous donation from the Barton family who were keen to contribute to the program's work in the area of raising awareness of mental health issues and suicide prevention. This donation will be used to complement the program goals as well as providing a brief targeted education opportunity for the community. We sincerely thank the Barton's for their generous donation.

Feedback

Feedback from participants continues to reflect the positive impact of the program on their lives.

"I loved this program. I am so grateful to have been given this opportunity. I was desperately in need of assistance when I started with the program, and I feel ready to start trying to live better and trust myself"

Funding Body

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

FAMILY AND CHILD CONNECT

Service Profile

Family and Child Connect is a service that provides information and advice to people seeking assistance for children and families where there are worries about their wellbeing. The service actively engages with families across South West Queensland and refers them to the most appropriate support service. Where a family has multiple or complex needs and is willing to access support, Family and Child Connect can refer them to an Intensive Family Support service.

THE TEAM

Family Response Facilitator
Rachael Kennedy
Aleena MacDonald
Robyn Guinea

Achievements

- Preserving safe work practices while travelling within a large region and working in unfamiliar home environments.
- Building positive relationships within indigenous communities to deliver sustainable outcomes for vulnerable families.
- Maintaining and expanding networks and referral bases within the South West region.
- The team continuing to remain dedicated to providing the best possible outcomes for clients.
- The South West team consistently attains a higher success rate of engaging non-consenting clients when compared to other regional counterparts.

Challenges

- The vastness of the region and the subsequent long distances constantly travelled.
- The limited quantity and quality of services in the region.
- Maintaining client engagement whilst on wait-lists for referred services.
- The sporadic rate of referrals.
- Due to the remoteness of the region the professional demographic is typically transient which negatively impacts the continuity of care.
- Duplication of referrals with other agencies, including Intensive Family Support Services and Child Safety. This results in ineffective time management due to travelling long distances to assess families who are engaged with another service

Future directions

- Advocating for an increase in supply to meet the demand for services in the region.
- Promotion of program via community services (for example, police, health and education) to encourage and increase referral numbers.
- Support campaigns to help reduce the social stigma of seeking help and engaging in support services.

Funding Body

Department of Children, Youth Justice & Multicultural Affairs

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
Kellie McDonald

Achievements

The counsellors share the position for Family Counselling and have been working collaboratively to provide a unique service for children and families creating a holistic family systems lens. This way of working has brought about greater success for the whole family with less tension and greater understanding of family dynamics by all family members.

The Family Counselling program continues to be in high demand with many more requests for service than can be filled. The complexity of presenting issues continues to be a challenge. The service continues to cover a broad range of client issues, however due to ongoing restrictions and challenges around COVID-19, there has been an increase in people feeling isolated and disconnected from family supports.

Late last year it was recognised that there were limited supports available for fathers who have perpetrated domestic and family violence. As a result, and in conjunction with QPS Community Based Crime Action Committee funding, the Lifeline Caring Dads program was started. A number of staff attended intensive facilitator training and have now very successfully delivered the first 17-week Caring Dads program. Feedback from participants was extremely positive with many fathers reporting that the program changed their lives; they learnt many new skills; and believe they will be much better parents as a result of completing the program.

Challenges

The impact of COVID-19 changed client engagement with largely 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.

All training requiring travel was cancelled. Instead, counsellors accessed free online training and webinars from PHN, MHN, Grief and Bereavement Centre and Gottman Institute, and Safe and Together Institute.

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 a 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 & South West Queensland Ltd

FAMILY INTERVENTION SERVICE

Service Profile

The Lifeline Family Intervention Service (FIS) aims to provide a holistic response to families whose children are at imminent risk of out of home placement or requiring reunification following a period of out of home care. The team works with families 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

Kirby McGrory
Grace Slatter
Greta Hamilton
Sally Sciarrone
Samantha Haworth
Kim Tubb (backfill)

Achievements

- Since 1 July 2020, the service has worked with 42 families comprising 69 adults and 111 children. This number included 13 Indigenous families. 23 cases have been closed during the year with a total of 14 families closed after successfully resolving the majority of the child protection concerns.
- The Lifeline FIS team have had high rates of engagement from families. In the last year, only five 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, demonstrating a safe and supportive working relationship and active engagement skills.
- The team has continued to upskill and ensure they are using contemporary and relevant tools and strategies to ensure best practice while working with families. A particular highlight was staff receiving training in delivering the Caring Dads program.

Challenges

- The COVID-19 pandemic continues to challenge both workers and families. Both have demonstrated the ability to adapt and change to ever evolving requirements that include technology as a tool for engagement.
- The current housing crisis impacts our already vulnerable families creating stress for clients which impacts the quality of work able to be completed due to their basic needs being compromised.

Funding Body

Department of Children, Youth Justice & Multicultural Affairs

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 Worker
Emma-Lea Margetts

Achievements

- The Family Intervention Service has worked with eight families comprising 17 children and 10 adults. Of these, two were indigenous families comprising four children and two adults.
- The Family Intervention Service continues to have a positive working relationship with CYJMA staff in the Charleville/Roma Service Centres.
- The program has also offered educational programs to families to empower their parenting abilities and strategies, including It's a Jungle and Circle of Security.

Challenges

- Lack of referrals from Child Safety.
- There has been a high turnover of staff at the Charleville Child Safety Service Centre. It is challenging for the families to have different Child Safety practitioners coming into their home as well as for the FIS program to work alongside Child Safety to deliver best practice to families, with goals and action plans.

Future directions

- Continuing to develop liaison with Child Safety Services to ensure applicable families can access the service for productive and empowering intervention.
- Further develop best practice to deliver the service to families in rural and remote areas.

Funding Body

Department of Children, Youth Justice & Multicultural Affairs

FIS practitioner driving from a home visit in Wyandra (100km South of Charleville). Great to see some rain on the ground.

FINANCIAL COUNSELLING SERVICES

Service Profile

Commonwealth Financial Counselling
Provides assistance to people in financial difficulty by helping them address their financial problems through budgeting, financial planning, advocacy and debt management to assist them make informed choices and build longer term capability to budget and manage their money.

Problem Gambling Financial Counselling
Offers targeted assistance for the delivery of financial counselling support for clients who have been affected by problem gambling through budgeting, financial planning, advocacy and debt management

Financial Literacy and Resilience
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 Counsellors
Bill McNaughton (Problem Gambling Financial Counselling
Vivienne Ambrosiussen (Financial Literacy and Resilience)
Donna Neale-Arnold (Commonwealth Financial Counselling)

Financial Literacy and Resilience Worker
Kath McUtchen

Achievements

- Lifeline Financial Counselling has assisted (304) individual clients since September 2020, and exited (172) with either all, or the majority of client's needs met.
- All three programs maintain a high engagement rate from referral to active intervention, with an increased ability during this period to move service users through the programs from point of need to supports needs being addressed.
- A shared Intake and triage process at referral along with a capped limit to the wait list has enabled program staff to better manage the workflow into and though the programs. Successful outcomes for clients remain high, with this being assisted by this managed workflow as it allows space for the program's highly skilled staff to navigate the increasing case complexity.
- There has remained a commitment to servicing Western and Southern Downs catchments, particularly Chinchilla though to Roma, and Stanthorpe through to Goondiwindi, with ongoing outreach being provided through staff based in Dalby, Warwick and Toowoomba.
- Staff also continue to prioritise attendance at service provider forums across the region as well as the delivery of Financial Literacy workshops to vulnerable communities.
- The programs have also been instrumental in revitalising the Regional Financial Counselling and Resilience Network, with the network including service providers throughout the Southwest, including Ipswich based services and Rural Financial Counselling Programs.
- Lifeline's Financial Counselling Services remain a vital service to the community, and all three programs continue to provide high quality, professional and client led support to service users and partner agencies.

Challenges

The increasing complexity of community need. These are being driven by rising debt levels, housing affordability issues, unemployment and underemployment, mental health, domestic and family violence and financial and elder abuse, creating a significantly challenging service delivery environment for program staff.

Future directions

- Lifeline Financial Counselling Programs will continue to build and maintain partnership connections with Western and Southern Downs service providers and will continue to prioritise these areas in relation to community and client support.
- Problem Gambling Financial Counselling will continue its working partnership with Lifeline Darling Downs Gambling Help teams through increasingly coordinated referral pathways.
- LDDSWQ will continue to explore opportunities to build upon and further resource its Financial Counselling and Resilience programs to ensure service provision remains commensurate with the growth in community.

Funding Body

Department of Social Services
Department of Communities, Disability Services and Seniors

GAMBLING HELP PROGRAM

Service Profile

The Gambling Help Service is a free confidential counselling service for anyone affected by problem gambling including individuals and family members. The Gambling Help program provides problem awareness training and education to schools, community organisations, and other services. In collaboration with gambling venues the Gambling Help program facilitates harm reduction activities on behalf those experiencing problem gambling.

THE TEAM

Community Educators
Selena Kelly
Kim Tubb
Kim Coleman
Karen Moran

Counsellors
Kim Coleman
Karen Moran

Achievements

- Lifeline invited to take lead of the Maranoa Local Drug Action Team. Working with local service providers in Roma around creation of drumming circle, connecting disengaged school children with emerging elders, offering education around comorbidity of drug, alcohol and gambling.
- Counselling services and community education have been provided across the Darling Downs and throughout much of South West Queensland.
- The program has provided food containers to The Base and Tony's Kitchen in Toowoomba. These containers are used for serving meals to those in need and often homeless, raising awareness of the services offered by the team.
- Responsible Gambling Awareness Week (RGAW) provided an opportunity for collaboration between the Gambling Help team and University of Southern Queensland (USQ) to present an interactive improvised theatre production with first year students from the Theatre and Wellbeing degrees. Comedian Steph Tisdall was MC of this very successful event. USQ have expressed interest in collaborating on further work with LLDDSWQ programs in the future.

Challenges

Understand the extent to which to individuals and families have been impacted by new forms of online gambling, and the increased spending during COVID–19 and since venues have re-opened from lockdown. Making connections and developing appropriate resources and responses to target those who may be at risk.

Funding Body

Department of Communities, Disability Services and Seniors

Partnerships

We acknowledge our partnership with Relationships Australia Queensland (RAQ)

Dalby Diehards and Oakey Bears Rugby League Football clubs wearing Gambling Help Football Socks for Responsible Gambling Awareness Week

IAS TRACKS TO SUCCESS - ST GEORGE

Service Profile

The Tracks to Success program is a free service designed to support Indigenous children and families in and around St George, who are at risk of or have disengaged from school and education. The program aims to strengthen family and social connections by providing parents and young people with practical supports such as routine development, budgeting assistance, healthy eating and positive parenting education.

THE TEAM

Jasmine Clevin

Achievements

- Increased attendance and engagement in education. Since the introduction of the school bus run, the children and young people who go on the bus have increased their attendance at school.
- IAS and St George Youth have been working together to make sure that young people are supported in the school environment, with the Youth Mentor and the Youth Worker both attending school with their clients to assist them to get back to the classroom.
- To celebrate NAIDOC week, IAS arranged a pamper day for the young people and their families in St George. This promoted NAIDOC week, health and wellbeing and provided the opportunity for families to come together.
- IAS staff attended Key Skills in Family Therapy Training.

Challenges

The fine line between doing things for families and with families. One of the services this program offers is to pick up some children to ensure they get to school. It is at times challenging to find the right balance of capacity building without developing an over-reliance on the service.

Future directions

- Investigate the reinstatement of the Healthy Lunch program for families.
- Working with families on morning routines to make sure the families are ready for school on time.

Funding Body

National Indigenous Australians Agency

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 who are at risk of or have disengaged from school and education. The program aims to strengthen family and social connections by providing parents and young people with practical supports such as routine development, budgeting assistance, healthy eating and positive parenting education.

THE TEAM

Joe Twidale
Glenn Guivarra

Achievements

The Tracks to Success program has supported a total of 83 clients this year, and a further 131 young people through the Indigenous youth programs Whaddup and Whichways.

The program directly benefits 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 and improve their social skills. It has given clients a greater set of tools to navigate the school and home environment.

Tracks to Success workers also attended local meetings including the Local Level Alliance (LLA), Community Capacity Building (CCB), and the Mercy First Nations Meeting. Attendance at these meetings assists the Tracks to Success Support Workers to build and develop referral pathways for young people with other stakeholders while also promoting the program in the broader community.

There was also consistent support provided by IAS workers through involvement in the Darling Heights ATSI Homework Club.

Challenges

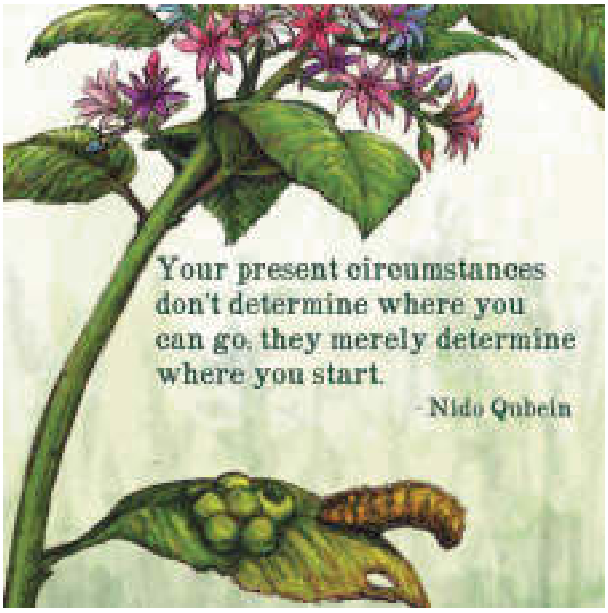
COVID-19 had an impact, with some face-to-face contact being limited, however the Tracks to Success program continued to provide support with social and cultural connections, dealing with isolation, routines, behaviour management and preparation for a return to 'normal' schooling.

Tracks to Success provides assistance to the whole family as a way to support young people back into education. This can be challenging due to parents and carers not always being aware that they themselves and the home environment can have a significant impact on the young person's engagement with education and learning.

Funding Body

National Indigenous Australians Agency

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

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

THE TEAM

Mental Health Coaches
Kathryn Dries
Michaela Schuler

Achievements

- The My Connections, My Way program collaborates with a range of programs and services (such as schools, doctors and other community service providers) to provide holistic support.
- Promotional work at community events to encourage good mental health and develop community awareness about where people can access support.

Challenges

- High numbers of young people (between the ages of 12-17) accessing the service for support for anxiety and depression.
- Reducing stigma about accessing support, particularly in the adult male population.
- Finding step up services to which to refer clients with complex needs and add to continuity of care.

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.
- Continue to work with community and other service providers to reduce stigma surrounding accessing mental health support.

Funding Body

Western Queensland Primary Health Network (WQPHN) in partnership with RHealth Ltd - Toowoomba

Board Members and staff celebrate the opening of the refurbished Charleville Office – May 2021

Clearvision Accountants

Back to Health Chiropractic

Hike for Healing

Betty's Burgers

Toowoomba Chamber of Commerce

Containers
for Change

Cheap Cars Toowoomba

Centenary Heights State High School Can Appeal

Lions Club of Toowoomba West & Bendigo Bank Blanket Donation

Dane Bird-Smith joins LDDSWQL for a virtual morning tea for Queensland Mental Health Week (QMHW)

My Other Closet the Cabaret partners with LDDSWQL to highlight the impact of DFV in LGBTQI+ relationships

Grand Opening of the new Highfields Lifeline Shop

Brightening up the Entrance to Russell Street

Highfields Lifeline Shop

The Push Up Challenge

Launch of Safe Connections SDFV Program

Matt Gregg receives the Lions Community Services Award

USQ Christmas Tree Competition 2020

Winter Shelter Toowoomba

LOADS OF LOVE

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

Cath Leask
Katrina Marsh

Achievements

- Both staff continue to develop couple counselling skills utilising Emotionally Focused Therapy.
- One staff member has completed Dyadic Developmental Therapy to improve their capacity to work with children and their parents.
- Continued sharing complex case reviews and completed trainings with staff from other programs within Lifeline to expand the knowledge base throughout the organisation.
- Delivered Circle of Security Parenting Group to multicultural group in partnership with Darling Heights State School.
- Continued use of online platforms to provide service to clients unable to attend in person.

Challenges

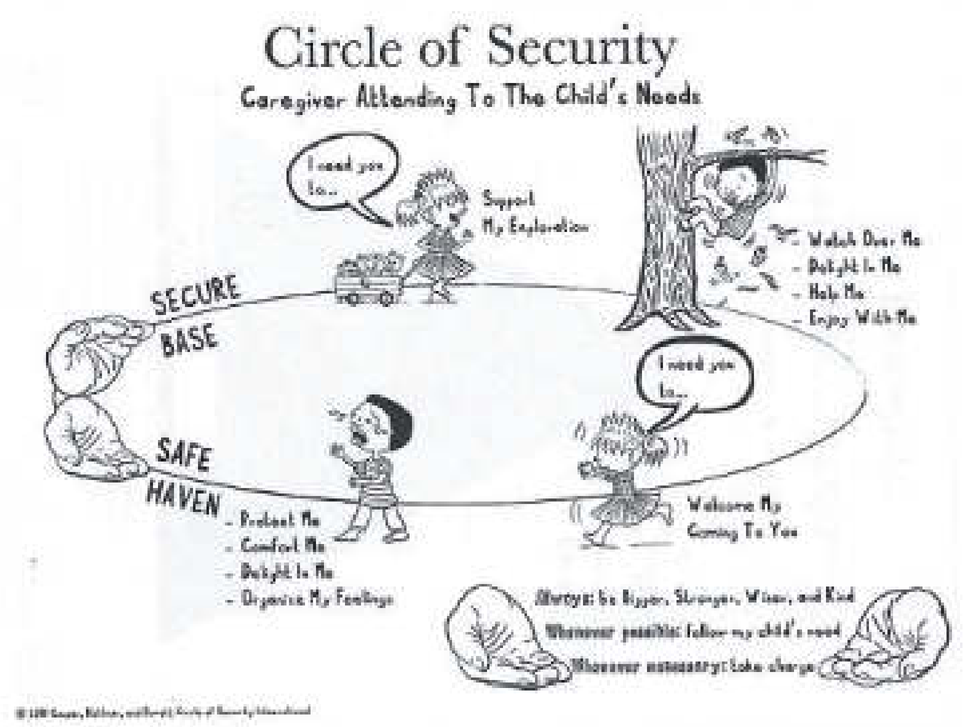
- Adapting service delivery to facilitate connection with multicultural groups and Aboriginal and Torres Strait Islander people to enable delivery of activities that meet their specific needs.
- Continued high numbers of requests for service and referrals for clients who are outside the parameters of the program and need to be redirected. This is particularly challenging when no accessible, appropriate services can be identified.

Future directions

- Consideration of expansion of service delivery to rural areas using a combination of in person and online sessions.
- Expansion of delivery of groups (Circle of Security Parenting and Tree of Life) to Aboriginal and Torres Strait Islander and LGBTQIA+ groups.
- Continue to develop relationships with the CALD Community to provide therapeutic activities and groups.

Funding Body

Department of Social Services



PROGRAM SUPPORT OFFICERS
- ROMA, CHARLEVILLE AND TOOWOOMBA

An immersive and varied role, covering the administration needs for all seven offices of Lifeline Darling Downs and South West Queensland Ltd. The role includes, but is not limited to, fulfilling the administration needs of each office, overseeing WHS requirements, reporting within programs and to Program and Practice Coordinators (PPCs), accounts payable responsibilities, and other general duties as required by PPCs and program staff.

THE TEAM

Program Support Officer
Julie Boulter - Roma
TJ Devereaux - Toowoomba
Susan Shortland - Charleville

Achievements

- **Reporting** - Working with program staff and PPCs to develop and maintain accurate and effective reporting processes to provide the data required by our government funding programs. Recording feedback and scoring assessments across a variety of programs and platforms.
- **Systems** - Working with ICT to develop and improve Lifeline specific application programs to better serve the administration needs of the organisation. Constantly reviewing and auditing existing systems, both digital and analogue, to ensure systems are working to meet the needs of Lifeline programs and reporting requirements. Liaising with FIXUS to develop and implement processes to ensure more comprehensive data capture and increase the utility of the application for reporting.
- **Administration** - Providing high quality administrative support for program staff and particularly group work and event focused 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 and resulting from meetings. Assisting program staff in client database entry, including Outcome Stars site, to ensure a standardised, effective, and efficient means of capturing all client data.
- **Program development** - Completing required updates to systems, forms or processes and ensuring these are version controlled and communicated to staff, management, and the administration team.

Challenges

- A constantly changing workload which is dependent on the workload of the PPCs and other staff members and requires a flexible approach to time management.
- Working with ICT, FIXUS and other stakeholders to develop and improve Lifeline specific application programs to better serve the administration needs of the organisation.

Future Directions

- To assist in implementing better and more appropriate application programs, via liaison with ICT and FIXUS, to increase workflow and minimise unnecessary repetitive tasks, additional record keeping and time-consuming data collation.
- To increase capacity to absorb more reporting tasks from program staff, to free up their time to work with clients.

RURAL FAMILY COUNSELLING - SOUTH WEST QLD

Service Profile

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

THE TEAM

Rural family counsellor based in Charleville

Achievements

- The program provides services in Charleville, Cunnamulla and Far South West Queensland communities.
- During COVID-19 restrictions the program transitioned from face-to-face sessions to offering video sessions for a number of clients.
- This program has the flexibility to successfully offer different service delivery methods.

Challenges

- It can be challenging finding appropriately qualified staff to deliver this service in our rural and remote communities.
- Due to increased community awareness of mental health and domestic and family violence, there has been an increase in families seeking a counselling service. As this service has been inactive it has left a gap in these communities.

Future directions

- Work with universities and colleges to encourage qualified counsellors to work and live remotely.
- Continue to explore the use of alternative modes of service delivery to remote and regional clients.
- Continue to advocate for mental health awareness to help overcome the stigma associated with counselling.

Funding Body

Department of Children, Youth Justice and Multicultural Affairs

RURAL FAMILY SUPPORT DALBY

Service Profile

The Rural Family Support Service (Dalby) works with families who present to the program with a 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. Various strategies and tools are offered to the families who voluntarily ask for support. The aim of the program is to work in a strengths-based way to build capacity, empowerment, and education of families to create sustainable change.

The program region covers areas including Dalby, Cooyar, Jandowae, Cecil Plains, Chinchilla, Crows Nest, Jondaryan and others within 12 kms of Toowoomba.

THE TEAM

Full Time Family Support Worker
Annette Jasinski

Part time Family Support Worker
Kirby McGrory

Achievements

The service has supported 36 families this year. Each family is unique and the service has worked with parents, aunts and uncles, grandparents, kinship carer's and step families. Over the course of this year, most families have been supported to meet the majority of their goals which has increased their capacity to make sustainable change.

As a result of the ongoing implications of COVID 19, families have faced even greater challenges. However, the program was able to continue to offer a service by utilising telephone and virtual platforms alongside the existing suite of interventions and programs.

The Family Support Workers use a variety of strategies and education tools when working with families, such as Circle of Security, Bringing Up Great Kids and Smooth Running.

The 1st Five Forever initiative and the Playgroup/Kindy programs which have been provided through Education Queensland have allowed the Rural Family Support workers to develop strategies to engage a greater proportion of families across the region.

Challenges

Clients often present with multiple issues and at times families can start to withdraw from supports as their situation improves and then re-engage when another crisis hits, making it difficult to complete the intended long-term goals.

Future directions

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. The aim of this program is to raise awareness, within this early contact cohort, of the needs of families and the services in the community that can support them.

Funding Body

Department of Children, Youth Justice and Multicultural Affairs

SAFE CONNECTIONS - TOOWOOMBA

Service Profile

At Safe Connections Toowoomba, we work with LGBTQIA+ or Brotherboy or Sistergirl people who are experiencing/or have experienced domestic and family violence.

Safe Connections Toowoomba provides specialist staff who understand LGBTQIA+ or Brotherboy or Sistergirl relationships. Our staff are committed to working with individuals, families, service providers and the wider community to ensure LGBTQIA+ people feel safe.

THE TEAM

Support Practitioners
Nathan Anastasi
Margaret Martin

Achievements

- The Safe Connections -Toowoomba program was established in November 2020 and is the first service of its kind in Queensland, being a specialist LGBTQIA+ domestic and family violence service.
- Additionally, the Safe Connections - Toowoomba team have provided over 20 community capacity building events focusing upon LGBTQIA+ inclusion and domestic and family violence to over 330 participants, including Queensland and Catholic Education teachers and students, QPS officers and community services providers.
- The program has also launched a Visibility campaign that calls upon Toowoomba community and businesses to put in place some simple steps to increase LGBTQIA+ visibility and inclusion, which in turn will help promote safety and access to support services for LGBTQIA+ people in our region. The campaign was launched and promoted through addressing Toowoomba Regional Council and live streaming through TRC's Zoom services.
- The program has consistently engaged with social and traditional media streams to promote the program and engage with the broader community around LGBTQIA+ inclusion, domestic and family violence and safety.
- As a result of these continued educational and community engagement strategies the program has engaged with over 30 clients and has established significant community networks.
- The program has also been instrumental in building support for a Toowoomba based LGBTQIA+ Youth Group, which, in partnership with Carers Qld will provide ongoing peer support for LGBTQIA+ young people, who statistically experience higher incidence of discrimination and violence, both from community and from within their families and other networks.

Challenges

While the community response to the program has been overwhelmingly positive, LGBTQIA+ people residing in the Toowoomba region remain firm in stating that they do not feel safe within the community. This lack of feeling 'safe' is often reported as being due to direct homophobia and discrimination, but also due to broader societal attitudes, as demonstrated by the high proportion of the Toowoomba population who voted against marriage equality when compared to other parts of Australia. This lack of feeling 'safe' within the community then reduces LGBTQIA+ visibility, which in turn inhibits help seeking behaviour and prevents those requiring support from accessing mainstream organisations such as LDDSWQ.

Future Directions

To build a broader and more accurate picture of community attitudes towards LGBTQIA+ issues, the program has partnered with the University of Southern Queensland to conduct a research project to measure the impacts of the community capacity building work conducted by the program. The study will focus upon first responders, educators and mainstream support service providers. The study will also engage with the region's LGBTQIA+ community to gather data in relation to their levels of safety within the broader population and establish a baseline view of the issues and potential solutions.

Funding Body

Department of Social Services

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 Practitioners
Scott Kennedy (exited)
Susan Mott
Kymberley Monaghan
Toni Pender
Catherine McQuillan
Kathryn Dries
Callie Wolter
Nishashree Satyal

Achievements

- DV Awareness Month in May was very successful, as we partnered with organisations including Queensland Police Service, Anglicare and Save the Children to hold a sausage sizzle and cake stall to raise funds and awareness for domestic and family violence prevention.
- Introduction of technology to continue men's behaviour change groups during COVID-19 restrictions.
- Developed close relationships with the Magistrate to not only collaborate on developing a court directed pathway to men's behaviour change programs, but to also allow Support Practitioners to appear with clients (under supervision) due to lack of available solicitors.
- During Domestic Violence Awareness Month, Safe Connections undertook a program to talk with each student at the high school. The program included Healthy Friendships for years 7 and 8, Healthy Relationships for years 9 and 10, and Sexual Consent with years 11 and 12. This program was a result of two years of lobbying the principal to allow our project.
- Collaborating with The Hope Project in the Blue Tree Project, utilising men in our behaviour change program to assist with painting the tree and engaging in discussion regarding depression resulting from domestic violence and relationship breakdown.
- Building relationships at Charleville Healthy Ageing and addressing elder abuse with members.

Challenges

- Conducting group sessions in small communities creates challenges in terms of managing confidentiality and traditional conflict of interest issues.
- Education of stakeholders such as QPS on coercive control and how important their interventions are in reducing domestic violence.
- Continual focus on ensuring stakeholders and other service providers collaborate in the best interest of the client and community.

Future directions

- Community awareness activities, including DV Month and Valentine's Day events were highly successful and will be re-run next year. More diverse activities which engage the local, more remote communities will be run to engage smaller townships in the catchment.
- Our staff are planning training in areas including Key Skills in Family Therapy, handling disclosures of child sexual abuse, and Sandplay Therapy in order to better support our clients of all ages.
- The Roma, St George, Cunnamulla and Charleville staff will be working together to provide multimodal delivery of the men's behaviour change activity across a wider range of clients and areas.

Funding Body

Department of Justice and Attorney-General.

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 breakdown of their parents' relationship. The program provides opportunities for children to safely explore and express their thoughts and feelings about the circumstances in which they find themselves.

Services include: assessment of child and parent concerns; individual counselling utilising a range of therapeutic interventions and resources; group and peer support activities; education and skills training; and information and referral for both children and/or parent/s.

THE TEAM

Children's Counsellors
Kellie McDonald
Samantha Haworth

Achievements

- The program has supported 69 children from August 2020 to August 2021.
- The program has developed a community resource tool in the form of an animation short film answering the frequently asked question from parents "how do I explain counselling to my child", the animation will be accessible through a number of online platforms.
- The SCASP team has continued its focus upon engaging with the broader community, particularly with traditionally marginalised populations and has partnered with Darling Heights State School to deliver Seasons of Growth.

Future Directions

For 2021/2022 the program will continue to improve service accessibility to all community, specifically including First Nations and CALD children and families. To achieve this, it will continue to build upon existing community partnerships with service providers with a view to meeting groups within their own communities.

Funding Body

Department of Social Services

TOOWOOMBA HOUSING HUB

Service Profile

- The Toowoomba Housing Hub acts as an entry point 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. Assistance is delivered through an assessment, referral and linking service. Through this service, advice is provided to assist Hub customers access and sustain safe and secure housing arrangements, and to improve their wellbeing and self-reliance.
- Information and advice are provided on a wide range of matters, particularly around applying for private rental properties and share housing, applying for social housing, and connection and coordination with other services. The Hub also offers access to self-service computer workstations with printers, telephone, access to free Wi-Fi and charging facilities.

THE TEAM

Full Time Family Support Worker
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
Nathan Thomas

Local Partners working in the Hub include:
Toowoomba and South-West Housing Service Centre
YellowBridge Queensland
Australian Red Cross
Salvation Army
Mission Australia
Youturn
Act for Kids Intensive Family Support
Civic Assist
Richmond Fellowship Queensland

Agencies who provide their services as consultants direct from the Hub include:
United Care Financial Counselling Services
St Vincent de Paul Society Outreach Service
TASC Legal and Social Justice Service
Lifeline Darling Downs Gambling Help
Toowoomba & South West Qld
NDIS, Carers Queensland
My Aged Care (Sapphire Care)
Child Safety Services

Achievements

- The Toowoomba Housing Hub (the Hub) has been operating for three years and is now well recognised on the community services landscape. The Department of Communities, Housing and Digital Economy has confirmed its commitment to LDDSWQ as the Community Connections Partner, extending a further 12 months contract to June 2022.
- Co-location of the Hub with the Toowoomba and South-West Housing Service Centre (HSC) and South-West Region Contract Management into a blended space, featured prominently for both services through 2020/2021. This has resulted in a cohesive and effective working partnership, underpinned by a shared focus on delivering services and support within a person-centred culture.
- Over 2020 people presented to the Toowoomba Housing Hub throughout 20/21.
- Of these, 963 people (both individuals and households) participated in intensive assessments to explore their circumstances and housing options. The most predominant requests for assistance related to the need for long term, stable housing, closely followed by requests for short term/ emergency accommodation.
- Other customers, including people who return to continue to address their circumstances, received advice and information in response to their presentations or advocacy and liaison on their behalf to other support agencies.
- This year saw an increasing demand for brokerage support from people impacted through COVID-19 related circumstances. The Hub's brokerage funding was unexpectedly and largely fully expended in the first half of the financial year in response to ongoing COVID-19 accommodation requirements. Brokerage funds were generally applied to supporting people with temporary accommodation requests and emergency relief.
- TheHubcontinuestoenjoystrongcollaboration with an extensive network of government, non-government, and community partners to

continued overleaf

address the complexities and challenges of housing and homelessness. Pleasingly, the Hub has been informally adopted by a range of partners as a coordinating point for bringing together community partners for agency wide problem-solving.

- In October 2020, the Hub convened a virtual Town Hall meeting (COVID-19 safe measure) of housing and homelessness stakeholders and other interested community participants to present the Terms of Reference for the establishment of The Good Hood Toowoomba, a partnership working together to eliminate homelessness in the Toowoomba region. The Good Hood Toowoomba now brings together organisations, agencies, and individuals in a community-wide forum, led by an elected strategically focused steering committee. The momentum of The Good Hood Toowoomba is expected to accelerate over the next year.
- After a number of months of prior planning to address a number of logistical factors and fundraising, the Winter Shelter Toowoomba pilot initiative commenced on Tuesday 3 June and operated for 3 months of Toowoomba's winter season. This initiative, the first in Queensland of its kind, based on Victoria's model of Stable One, is an outstandingly compassionate collaboration between Lifeline Darling Downs, the Toowoomba Housing Hub and churches of Toowoomba, supporting vulnerable people who experience rough sleeping in Toowoomba's winter season. Toowoomba church communities provide safe shelter, warm bedding, home-cooked food, and caring hospitality seven nights per week for people who would otherwise be enduring cold and wet weather. A review of this initiative will be undertaken in September to measure its success and potential to be delivered again next winter.

Challenges

- Toowoomba region continues to experience the economic impact triggered by the COVID-19 pandemic. Consequences are evident by a tightly constrained affordable private rental market, increased demand for housing in regional areas encouraged by a rise in capability to work from home, increase in rent variations leading to unaffordability for low-income earners, a social housing system increasingly under strain and a concerning growth in homelessness in its various iterations. These include individuals and families rough-sleeping, couch-surfing, and living in temporary motel, hotel, or caravan park accommodation.
- Single women with children impacted by domestic and family violence and large CALD families displaced when tenancies end have featured as increasingly growing cohorts facing limited housing options and requiring urgent housing assistance.
- People in receipt of low to moderate incomes or Job Seeker payments are anecdotally reporting intensified stress and anxiety at having to canvas their options in a highly competitive private rental market, with many Hub customers reporting they have lodged between 20-30 applications without success. Hub customers also report that notice to leave periods no longer offer enough time to secure alternative options in such a competitive environment, given the low numbers of available affordable properties.
- The shifting circumstances of many people continues to feed an unprecedented surging demand for community services support, resulting in long wait lists at a time when vulnerable people most need timely intervention.
- 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.
- There is an increasing factor of anecdotally reported sector staff fatigue, resulting from high caseload numbers, longer engagements with more complex customers, with a number of organisations competing in the same depleted housing market for limited housing options.
- 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 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. However, the commitment of partner organisations in demonstrating their flexibility ensures the Hub can deliver a one-stop shop model for vulnerable Toowoomba citizens and their support is highly commended.

Future directions

- The Hub is recognised as the first point of contact into the housing/homelessness system for customers. It is also considered the first point of response for crisis and emergency housing. The Hub's model of Intake, Assessment, Referral does not complement a growing community expectation of housing outcomes in response to urgent situations. Enhancements to the Hub service delivery model will be explored throughout 2021/22 funding year, with a focus on establishing a sustainable integrated service delivery.
- A review of the Winter Shelter Toowoomba model in Sept 2021 will inform the future direction of this initiative.
- In its ongoing capacity as Community Connections Partner, Lifeline Darling Downs will continue to build both the operational and strategic capacity of the Hub, with a clear line of sight on enhancing the lives of people who require support and assistance to achieve safe, stable housing outcomes.
- In its strategic capacity, The Good Hood Toowoomba will explore all available options to plan and build housing stock, find innovative solutions to address immediate shortages, and work together as a unified community to increase affordable housing and eliminate barriers.

Funding Body

Department of Communities, Housing and Digital Economy

TRANQUILLITY CARE SERVICES

Service Profile

The mission of Tranquillity Care Services is to support participants to have safe, resilient, healthy and sustainable lives by providing caring, responsive, inclusive and individualised supports designed by participants and the people that are significant in their lives. TCS strives to engage our participants in activities and interests of their choice, and develop their capacity to live as independently as possible.

Our teams deliver five types of NDIS funded supports:

Plan Management (Financial Intermediary NDIS) - working in partnership with the LDDSWQL Finance Team our FIN team provides assistance to participants who have chosen to self-manage their NDIS plan. This critical service supports participants to understand the scope of their plans and mediates between suppliers and the NDIA, facilitating the payment of invoices on behalf of TCS participants. In the 2020-2021 financial year the team facilitated payment for up to 2000 invoices each month supporting the distribution of millions of dollars of funding for support services in our region.

Support Coordination - NDIS Support Coordinators assist participants to understand and implement their NDIS Plan and work with them to ensure that their plan supports and facilitates access to mainstream activities such as education and health. This service is vital to providing participants with better choice and control around how they live their lives and how their services are delivered.

Community Access and Engagement - NDIS Participant Support Workers assist participants to access the community and participate in employment, educational, sporting, and social activities. Participants and their families are engaged from day one in the design and delivery of their supports. As a result, our services are highly personalised to the needs of the individual participant, providing anything from just a bit of help with shopping, to 24/7 care and assistance.

Supported Independent Living (SIL) - SIL is help or supervision with daily tasks to help participants live as independently as possible, while building their skills. It includes things like having a person to help with personal care tasks or cooking meals. SIL is provided to a number of participants in their own home and sometimes in a property head leased or owned by the organisation.

Short Term Accommodation (STA) - sometimes referred to as respite, our STA service supports participants to have some time away from their usual environment and participate in activities that are different from their normal routine. Our beautifully appointed property is perfect for a few days or weeks away or participants can choose to take their supports away with them on holiday to another location.

THE TEAM

TOOWOOMBA

Manager
Melissa Volp

Service Coordinators
Paige Wilkinson
Katrina Russell
Chalena Griffin
Courtney Falknau
Crystal Prince
Nicole Cooling

Administration
Ashleigh Cranitch
Benjamin Rodgers
Sasha Heijnen
Gurveen Kaur
Yoorana Allen

NDIS Support Coordinator
Susan McManus
Steven Scholten

FIN Coordinator
Melissa Retallick

Team Leaders
Tracey Wilkinson
Lawrence Volp
Amelia Wilkinson

Key Workers
Abraham Mabior
Samantha Harrower
Susan Cathcart
Paul Pelling
Anna Frost
Danielle Rognoni
Mae Miller
Richard Moroney

NDIS Participant Support Workers:
Aaron Rognoni
Adrian Canty
Aiden Plowman
Angela Rosee
Annabelle Espero-Beahan
Arwai Deng
Ashleigh McClean
Ashlee Ritcher
Benson Huang
Bhavesh Patel

Brittanie Madden
Butonga Asumani
Colin Mackay
Connie Genrich
David Edwards
Delphine Bisimwa
Dilawar Singe
Ellen Knight
Eric Gosoe
Esther Wak
Gary Wright
Gemma Price
Graham Sedger
Harjot Nandha (Minni)
Indrani Senanayake
Jacob Paskins
Jack (YI) Jiang
James Naumann
Jacky Zancola
Jarrod Young
Jasmine Green
Joanne Mogg
Jocelyn Marquez
Joshua Smith
Kalpana Poudel
Karen Ackland
Karissa Linderman
Katie Paskins
Kekinkumar Patel
Kingsley Otugo
Kristen Jorgenson
Kylie Walters
Kym Hogan
Lily Henningsen
Lina Patel
Madeline Dormer
Madalo Kachigamba
Maggie Williams
Mary Jane Pansalin
Mathew Bengough
Melannie Woodham
Michael McNiven
Michelle Doyle
Mikaela Schutt
Miranda Coulson
Misun Yi
Mitchell Harris
Nathan Carlson
Nishani Kuramasinghe
Pragati Poudel
Rachel Curd
Sonya Isaacson
Stewart Miratana
Rohan Gyawali
Sabita Bhattarai
Sadeep Thapa
Sarah O'Leary
Shanti Bist
Shelila Barnes
Solange Nkundwa
Tamika Dallas
Tim Boggle
Thomas Wiersma
Tayla Gray
Troy Rissman
Veronica Robertson
Yvonne Thomas

WARWICK

Service Coordinator
Karen Parker

Administration
Joshua Kovacs

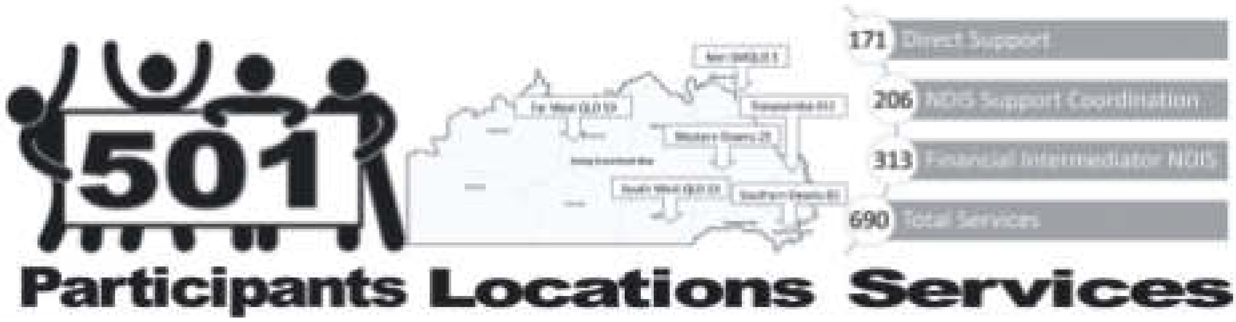
NDIS Support Coordinator
Justine Constable

Key Workers
Trish Barlow
Ashleigh Parker
Samantha McMartin
NDIS Participant Support Workers
Aaron Hamill
Alex Sanderson
Anubhav Karol
Anna Irorere
Bernadette Hopkins
Craig Scrivener
Elaine Wenham
Elaine Hallman
Erin Rush
Eve King
Gregory Barraston
Jamie Grayson
Janine Hogden
Jillian Rixon
Laura Monaghan
Margaret Otto
Nina Sood
Penny Nowland
Rachel Pek Fah Knight
Raema Hunt
Robyn Owen
Robin Cooper
Shirley Wiseman
Teena Finnie

CHARLEVILLE

NDIS Support Coordinator
Davida Melksham

NDIS Participant Support Workers:
Lyn Roberts
Mya White



Participants' Achievements

No judgement at TCS
Luke had spent 13 years in a Secure Mental Health Rehabilitation Unit at The Park - Centre for Mental Health, Wacol. He had an NDIS plan and needed support to build his capacity to integrate back into the community. Luke was up for the challenge and indicated he wanted to reach his NDIS social and community participation goals. The key to a successful transition would be to match Luke with a male staff member who would not judge him, but guide and assist him in a respectful manner.

Luke initially started his reintegration journey in small steps. With the assistance of his NDIS Participant Support Worker, Luke learned how to use a self-serve register when buying his groceries and increased his skills with technology. Over a period of 12 months, he increased his social capacity by visiting people and places and attending a friends group and community events. Luke also worked on rebuilding his relationship with his family who he had not seen in 13 years. TCS also helped him to update his resume.

Luke was successful in gaining a weekly mowing

continued overleaf

job that he would attend with his Support Worker, he helped TCS staff move office, and build things we needed. With support, Luke successfully gained his dozer licence through on-the-job training and has applied for a job driving dozers in the mines. Luke's story demonstrates that with the right supports in place, significant participant goals can be achieved.

Ridley Unit
We first met Troy in the Ridley Unit of the Baillie Henderson Hospital, Toowoomba in mid-2019. At the time, Troy was granted community participation for two hours a day, three days per week. While a rapport had begun to develop with Troy while he was in the unit, it was not until TCS matched him with an NDIS Participant Support Worker who had similar interests, namely remote-control cars and motor vehicles, that Troy was able to successfully transition into having three full days of community access every week. With on-going support, Troy's capacity to socialise and live more independently increased and he was able to move into a supervised residential community care unit at the end of 2020. This move allowed Troy to access intensive clinical and recovery support to stabilise and prepare for moving back into the community. Troy learnt to cook, how to budget and develop his mechanic skills. He was also able to buy his own car for the first time in many years.

Troy flourished in his new setting. In 2021 he transitioned fully back into the community, and now lives in a unit with minimal community support. TCS staff assisted Troy with his move and supported him to gain employment in a mechanic's workshop.

Troy reached all his NDIS goals and has a new set of goals for the next 12 months.

Capacity Building Program
In early 2021, TCS developed a Capacity Building Program to be delivered from The Bunker. This has been utilised by TCS participants, who report that they have "fun" and "lots of choice in activities", they "love seeing … friends", and think the "discos are awesome".

The program has monthly themed social discos where staff and the participants share a light dinner and dance the night away. Participants can also take advantage of the opportunity to meet up with friends they might not see every week.

Participants are encouraged to develop friendships, go out on social outings, build capacity with cooking and drumming. Art and craft days are based on activities that participants have indicated they would like to do each session.

The monthly activity calendar is now shared throughout TCS networks with a view to expanding our participant engagement through referrals from community and other service providers.

Achievements

- Linking with TAFE Toowoomba to negotiate student placements for Certificate III in Individual Supports creating possible employment.
- Successful establishment of the Capacity Building Program at The Bunker
- Purchase of properties to provide SIL and future STA services.

Challenges

- Undergoing a restructure of TCS to ensure we have the staff to carry the rapidly expanding workload
- The market nature of the NDIS sometimes produces difficult situations where both participants and sometimes staff move between service providers not always observing ethical boundaries.
- Difficulty in knowing when to recruit for more staff. Participant engagement with TCS is very fluid because of their right for choice and control.
- Staff retention - the disability sector is often a stepping stone for staff who do the work while they are studying for their selected long-term careers.

Future directions

- Geographic expansion into the Western Downs and Lockyer Valley
- Housing for participants - assisting with applications and head-leasing to house TCS participants
- Establishment of a transition house that builds capacity for living skills
- Purpose-built SIL and STA units
- Establishment of a multi-disciplinary team that will include:
  - Occupational therapist to undertake functional and capacity assessments, referrals for assisted tech, regulation of emotions
  - Speech therapist
  - Physiotherapist
  - Psychologist
  - Behavioral specialist
  - Counsellor

BUSINESS SERVICES

Angela Klein - Manager

Service Profile

The Lifeline Darling Downs and South West Queensland Ltd Business Division currently employs over 70 paid staff and is supported by more than 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
- 16 retail outlets
- 2 Return-it Containers for Change 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
- Sper approved site
- School based placement programs
- Return to work programs

THE TEAM

The past financial year (2020/2021) has again proven to be a challenging year for the Business Division, during the post COVID-19 period and the uncertainty that we live in.

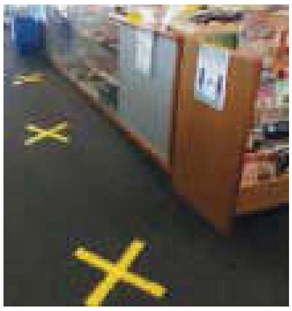
The Retail Division

Overall, the Retail Division has experienced a very successful year with record sales achieved, post COVID-19 reopening in 2020.

What was extremely pleasing was that our customers were extremely keen to recommence op shopping at all of our stores across Toowoomba, the Darling Downs and South West. This helped boost our confidence and at the same time we ensured social distrancing and safetly measures were maintained for our staff, volunteers and customers at all times. QR Codes were also introduced to all locations.

Our shops continue to follow social distancing and hygiene best practices:

- Not permitting staff who have symptoms consistent with COVID-19 (such as fever or a cough) to come to work
- Train employees on ideal hygiene practices, including proper handwashing.
- Increase frequency of cleaning and sanitizing of all hard surfaces, including tables and counter tops that are being utilised by employees and customers
- Installation of sanitizing stations and sneeze guards
- Assist customers in keeping at least 1.5 metres of space between individuals while shopping and waiting in line by floor markings and exclusion zones
- Signage to encourage customers to remain 1.5 metres apart and to promote proper hygiene
- Signage to inform customers that the shop will only allow one person per every four metres of floor space
- Signage to inform customers that they should not enter the shop if they have symptoms consistent with COVID19 (such as fever or a cough), have been diagnosed with COVID-19, or are undergoing a quarantine for potential exposure to COVID-19
- EFTPOS preferred - limit cash handling where possible
- New COVID-19 procedures were incorporated into all sites



Our 16 Retail outlets:

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

New retail shop opened at Highfields Central on Saturday 17 October 2020, located at Highfields Central, 10517 New England Highway, Highfields.

continued overleaf

Whilst we are still receiving donations at a consistent rate, the fast fashion era has meant that the quality of garments has declined. We now operate in the same retail environment as some of the larger department stores, Kmart in particular, with their low-cost homewares and fashionable goods at low-cost prices.

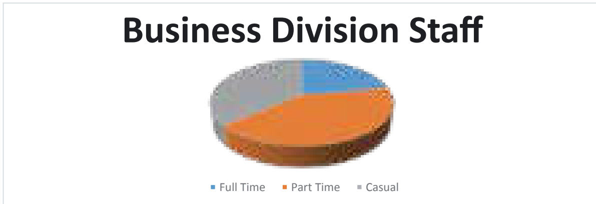
Thanks go out to our **Shop Managers, staff** and **our wonderful volunteers** who are the face of Lifeline. Continuous improvement in their retail sites, raising funds and providing quality customer service is their principal focus. The shop outlets are also a training facility for many unemployed people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

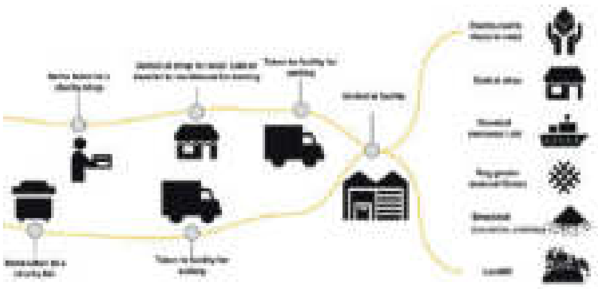
Kathy Jephcott celebrating 25 years of service

Nate Dallinger celebrating 10 years of service and Barb Dallinger celebrating 20 years of service

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.

Our Sorters have the extremely important task of sorting through tonnes of donated items each year. Our retail shops rely heavily on the skills of our sorters to ensure high quality goods are provided for resale and for our export customers, whilst minimising waste for landfill. With over 1000 boxes of stock being produced on a monthly basis, our key to continued performance is supplying the right product to our customers. We wish to acknowledge that for some of our sorters, they have celebrated over 20 years of service to our organisation during this period.





Export

Our Export markets have seen solid growth over the past financial year. This financial year we produced and sold over 361 tonnes of product to various export markets. This product raised a profit of $75,500 but also saved $50,000 in waste to result in a net worth of $125,500.

The Distribution Centre cannot operate effectively without strong coordination; for this I thank our Distribution Centre Coordinator; Stephen Pennells. Without his leadership and exceptional organisational skills, the day-to-day operation would not run as efficiently as it does. My sincere appreciation also goes out our Distribution Administration team who manage our administration requirements and also to our warehousing staff who provide the foundations 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

Our truck fleet complements our work. When our drivers are out on the road, collecting goods from the general public, they are the face of Lifeline. We are pleased to have highly skilled drivers on staff, who conducted approximately 1500 collections from private homes this year and travelled 88,000km throughout South West Queensland.

Return It

Toowoomba has now processed 14 million containers and the Dalby Container Recycling Depot has now processed 12 million containers.

The Container for Change market in Toowoomba remains highly competitive given the recent introduction of a new depot in North Toowoomba.

Bookfest

Our 41st Bookfest was not held this year in Toowoomba but was replaced by a Pop-up Bookshop located in the Wilsonton Shopping Centre complex. Over $80,000 worth of sales was derived from this pop-up shop for the trading period of six months.

We have now begun planning for 2022 Bookfest on the first weekend in March 2022.

Waste Management Overview

Lifeline Darling Downs & South West Qld Ltd manages waste generated as a by-product of the resource recovery operations of Business Services. It complies with Queensland legislation, specifically the *Waste Reduction and Recycling Act 2011* which contains a suite of measures to reduce waste generation and landfill disposal and encourage recycling.

The *Waste Management and Resource Recovery Strategy* , which is underpinned by a *waste disposal levy*, provides the strategic framework for Queensland to become a zero-waste society, where waste is avoided, reused and recycled to the greatest possible extent.

The strategy focuses on transitioning to the principles of a circular economy to help retain the value of material in the economy for as long as possible.

Snapshot

- Export textile product increased by 61 tonnes to 361 tonnes per year representing a 17% increase
- DPE and PVC plastics (toys & hard items) recycling option expected by November 2021 when Environex plastics recycling plant operational
- Community Social Development Grant for a shredder to allow recycling of waste books submitted June 2021
- Book storage shed requirements identified to replace several shipping containers with quotes being obtained
- Styrofoam waste disposal to O'Mara Road recycling centre approved by TRC
- Investigation into Waste Management Plan (WMP) to achieve more sustainable waste management. The purpose of this plan is to ensure that effective procedures are implemented for the handling, storage, transportation and disposal of waste that is generated from the activities on site.
- Reuse Calculator to calculate the local impacts of energy, emissions and CO2 impacts on the environment being investigated

Achievements

- All of our trading outlets are profitable and contributing to the financial wellbeing of our organisation
- Establishment of the monthly DC Management Working Committee including Board Member representation from Alan Dean
- Eco Biz partnership program
- Continued monitoring of the success of our 90 solar panels
- Installation of a 60" smart board in DC training room
- Pop-Up Book shops established to reduce storage of books

continued overleaf

- Skilling Queenslanders for Work outcome of 80% employment against a KPI of 55%
- Successfully exporting surplus unwanted stock to overseas markets
- Continuing to provide onsite training to unemployed participants
- Operated successful fundraising events
- Low staff turn-over and long serving staff
- 361 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 16 retail shops in Toowoomba and throughout South West Queensland and two Containers for Change sites

Challenges

- The need to generate additional income so that we can continue to balance the budget each year as expenses continue to increase
- Maintaining motor vehicles to ensure that they remain reliable and cost efficient
- Enhancing the quality and quantity of donations
- Restoration of clothing bins for local and regional placement
- Competing with on-line sales – via Facebook/ Gumtree/Ebay
- Competing with existing and new Container for Change depots in Toowoomba
- To ensure we are a donor of choice
- To reduce waste and increase recycling
- To increase furniture donations for future sustainability
- Increased expenses including communication, electricity, rent, waste and repairs

Future directions

- Work ready programs that provide skills and work experience opportunities
- Social enterprise - upcycling of unsaleable products
- Expanding the retail network
- Increased ICT accessibility for staff, volunteers and workplace participants
- Exploring the introduction of Point of Sale (POS) for our retail network
- 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 message to be 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
- Currently exploring plastic, paper and cardboard recycling market
- 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 grateful 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 their work which enriches not only their own lives, but the lives of others that they may never meet.

INFORMATION COMMUNICATION TECHNOLOGY (ICT)

THE TEAM

Manager
Andries Buys

Senior ICT Support Officer
Antoine Changuion

Support Officers
Jay Opperman
Aaron Linder
Thomas Hughes
Kyle Carpenter
Alex Mace

Achievements

During the past year ICT continued to diversify and individual staff concentrated on specifically allocated areas within the ICT framework. This proved to be constructive and still allowed us to work together as a cohesive team to achieve the best outcomes.

Due to growing demand, two new support officers joined the team, especially to assist in Helpdesk support.

As the COVID-19 pandemic continued, ICT had to adapt like everyone else. Yet again the team demonstrated that our systems were effective. All teams confirmed that they could work effectively from home if needed.

During the pandemic the cyber-attacks on LDDSWQL systems increased however our precautionary approaches together with defensive systems proved to be effective. Due to the increased cyber-attacks a new ICT Disaster Recovery plan was designed and implemented. This approach provides better security in that data is now stored in several locations. We are continually assessing and adapting to ensure safety of our data with these ongoing threats.

This year the ICT Committee appointed an external company to conduct audits to ensure compliance. The outcome provided recommendations to increase security. The result was that we now have an external Managed Threat Response Team, providing increased security, continuous active monitoring and additional peace of mind for the organisation.

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, reception staff can answer incoming calls from home or in the office.

With the successful changeover to Business Central, our new accounting package, we are now able to move towards a single source of truth for all data systems. We established a Data Dictionary which will be the foundation to implement business intelligence. Our Intranet is undergoing a revamp to align the existing libraries and data with the proposed data warehouse. This is a three year project approximately, however the ultimate goal is to improve the accessibility of all data, to easily provide necessary information as needed.

All offices were fitted with 72-inch BENQ screens. Interaction during team meetings and client sessions can now be conducted effectively while staff remain in the office.

We have all experienced challenges in the past two years, however as a team we have tackled these challenges in a positive manner and ensured that the Information, Communication and Technology department continued to provide for needs of staff.

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 2020-2021 financial year, total funding requested was $1,557,146 with $1,166,949 secured. At the time of writing two submissions were pending.

These figures compare to 2019-2020 with $8.1M requested and $1,638,459 secured, 2018-2019 with $4.1M requested and $3,837,672 secured and to 2017-18 with $13.6M requested and $6,456,297 secured.

A total of 28 submissions were lodged, representing six more submissions than the 2019-2020 financial year.

Funding ranged from:

- $223,639 from the Department of Communities, Child Safety and Disability Services for community drought support

  to

- $5,552 from Zonta to purchase new floor coverings for our SafeStart units.

Additional grants were awarded for:

- Installation of a ramp at our Dalby office (Gambling Community Benefit Fund);
- Winter Shelter program (Queensland Communities Foundation); and,
- Caring Dads Program in Toowoomba (Queensland Police Service).

Challenges

The grant landscape has been substantially changed by the ongoing social and economic impacts of the COVID-19 pandemic. There was very little large grant activity, with government funding substantially reduced throughout the year. We increased our applications for smaller grants but as the organisation continues to grow, our competitiveness in these rounds diminishes as most are aimed at small to medium organisations.

Due to the ongoing changes to the submission role I continue to work with other areas of the organisation across a number of projects. These projects include work with Fundraising and Marketing on our website and with Human Services to develop a practice manual.

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
Matt Gregg

Achievements

Despite the challenges we faced world-wide and as an organisation, the Fundraising and Marketing Department had a very successful year raising vital funds for the organisation through monetary and in-kind donations exceeding all budget expectations. We are extremely grateful to the businesses who continue to support us with discounted services and products which assist the organisation in helping the community. In particular we would like to mention Cheap Cars Toowoomba who work with us every quarter to provide a second-hand vehicle to a family or individual in need. This has resulted in ten cars being donated to date.

The new financial year started with a collaboration with our Gambling Help team and their annual Responsible Gambling Awareness Week. We delivered a very large project which included a major social media campaign, a series of short videos with those who had a lived experience of gambling, a Question-and-Answer session and culminated with an event featuring guest speakers Dr Anita Hess and the Queensland Commissioner for Liquor and Gaming, Victoria Thomson. All elements of the project were centred around the theme Press Pause on Gambling.

We also ran our House and Home Appeal supporting customers of the Toowoomba Housing Hub to find and furnish a house and home. This appeal raised funds to purchase household items for people who were transitioning from temporary housing or homelessness into a permanent home. It was during this month that we launched our first podcast under our Unleash the Beast brand.

On 24/7 we featured our Stress Down Day promotion which encouraged members of the corporate sector to find ways to support themselves and their staff to stress down for the day and focus on their mental health.

In August we commenced work on a corporate video which will be used to showcase our organisation. The video will encompass on all our operations, locations and activities.

As we turned our attention to virtual rather than in person events, September saw us host our Out of the Shadows event in acknowledgement of World Suicide Prevention Day in an entirely different format. While the theme remained the same; to raise awareness, remember those lost to suicide and unite in a commitment to prevent future deaths by suicide, the event this year was via a website where people could go and purchase a flower from a virtual garden in memory, hope or survival for those affected by suicide.

October was a busy month with the launch of our second virtual event which was an in-conversation with Olympian Dane Bird-Smith, USQ Professor Lorelle Burton and Ben Gouldson from Clifford Gouldson Lawyers. The trio covered many mental health topics including resilience and it was livestreamed via Facebook.

In November we partnered with Betty's Burgers, Toowoomba and ran a Chip in for a Cause promotion where $1 from every bucket of chips purchased throughout the month was donated to our free counselling service. The promotion raised $5,000. We also launched our annual Loads of Love appeal with an outdoor event at Grand Central Shopping Centre.

We spent December operating our Loads of Love Appeal and received over 28,000kgs of donated non-perishable food items which were provided as food relief to individuals and families in need. This was an outstanding result for the campaign.

The Westbrook Focus Group held their inaugural Hike to Heal event in February at Mt Peel and we were honoured to work alongside the group and to be named the beneficiary.

March was devoted to raising funds for our Winter Shelter Toowoomba pilot program, which is an affiliate of Stable One, a program that has been successfully supporting people experiencing homelessness in Victoria for over six years. The model brings together local faith communities to open their facilities to those without a place to stay, providing beds, free meals, a caring community and support services throughout the winter months. We raised over $25,000 for the setup and ongoing costs of the pilot.

continued overleaf

Thanks to the support of our major sponsor LJ Hooker Toowoomba, in May we launched our Share the Warmth Winter Appeal for the second year, encouraging the community to donate funds for the purchase of blankets and non-perishable food items for those in need.

To conclude the financial year, we ran The Push Up Challenge throughout June encouraging people to do some push-ups and push for better mental health. We had an outstanding response from the community raising over $12,500. We also received the largest donation of non-perishable items from the Centenary Heights State High School which supports our Emergency Relief program. We were proud to be named the beneficiary at The Chronicle Club VIP corporate event which resulted in $8,800 being raised for the organisation.

Challenges

The Fundraising and Marketing Department continues to face challenges in relation to fundraising. Our fundraising model has had to change dramatically due to the COVID-19 pandemic and as we continue to move away from traditional event participation to online activities, we remain committed to recruiting and retaining donors. The drought is still a concern for the organisation with existing donors being unable to assist due to their own circumstances. Despite these challenges we remain steadfast in spreading 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 21/22 financial year we will endeavour to continue to be a strong, stable source of income for the organisation. We will work towards creating new and innovate avenues for fundraising. Our brand and brand recognition will also be a major focus as we work to maintain a professional suite of promotional material and provide marketing support to our programs. As in previous years, continuing to build relationships with corporate and individual supporters so that we can partner together to achieve mutually beneficial results, is fundamental to the Fundraising and Marketing Department.

Lifeline
Darling Downs &
South West QLD Ltd

FINANCIAL STATEMENTS & AUDITOR'S REPORT

FOR 2020/2021 FINANCIAL YEAR

Lifeline Darling Downs & South West QLD Ltd
Statement of Financial Performance
For the Year Ended 30 June 2021

	Note	2021 $	2020 $
Income			
Gross Sales		**5,024,469**	3,956,655
Less: Cost of Goods Sold			
Opening Stock		**806,836**	872,311
Add: Purchases		**138,402**	46,603
Add: Freight & Cartage		**2,000**	2,000
Less: Closing Stock		**(738,566)**	(806,836)
Cost of Goods Sold		**208,671**	114,078
Gross Profit from Trading		**4,815,798**	3,842,577
Other Income			
Donations		**217,614**	254,399
Fees & Charges		**1,450**	164
Profit/(Loss) on Sale of Assets		**4,773**	1,517
Increase/(Decrease) in Value of Shares		**-**	(6,137)
Grant Revenue - Programs		**7,379,966**	6,817,263
Grant Revenue - Govt Stimulus,Jobkeeper, Lifeline and UCC		**1,291,831**	1,159,500
Tranquility Care Income		**9,463,818**	6,120,695
Interest and Dividends		**27,339**	46,025
Other Income		**131,887**	299,874
Reimbursements		**30,608**	44,300
Rental Income		**116,953**	40,408
Training Income		**29,680**	38,149
Total Income		**23,511,718**	18,658,734

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 2021

	Note	2021 $	2020 $
Expenditure			
Advertising & Promotion		**160,346**	75,708
Assets Purchased < $5000		**220,806**	146,777
Audit Fees	2	**23,323**	19,050
Bad Debts		**5,438**	20,461
Bank Charges		**54,739**	39,747
Cleaning		**155,716**	122,097
Client Support Services		**573,788**	292,863
Computer Expenses		**481,161**	379,097
Consultancy Fees		**127,795**	184,430
Depreciation		**309,234**	299,515
Doubtful Debts		**20,000**	-
Donations		**4,184**	2,329
Dumping Fees		**5,589**	105,687
Electricity		**92,925**	79,835
Equipment Hire/Lease		**1,330**	6,952
General Expenses		**104,932**	109,930
Insurance		**73,113**	65,171
Interest		**26,620**	22,557
Legal & Other Settlement Costs		**42,492**	15,166
Management Fees		**104,860**	102,467
Motor Vehicle Expenses		**333,263**	322,924
Postage, Printing & Stationery		**180,945**	147,821
Rates		**40,239**	41,733
Rent		**1,095,877**	844,903
Repairs & Maintenance		**164,904**	160,998
Salaries, Wages & On Costs		**16,246,433**	12,841,950
Subscriptions		**28,227**	26,270
Superannuation		**1,399,705**	1,094,015
Telephone		**121,662**	42,414
Training & Development		**237,224**	199,052
Travel & Accomodation		**90,563**	102,914
Volunteer Costs		**17,202**	16,640
Total Expenditure		**22,544,634**	17,931,473
Profit / (Loss) before Income Tax		**967,084**	727,261
Income Tax Expense		**-**	-
Profit / (Loss) after Income Tax		**967,084**	727,261
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		**2,097,319**	-
Total comprehensive income for the period		**3,064,403**	727,261
Total comprehensive income attributable to members of the entitly		**3,064,403**	727,261
The accompanying notes form part of this financial report			

Statement of Changes in Equity
For the Year ended 30 June 2021

	Retained Earnings $	Asset Revaluation Reserve $	Total $
Balance at 1 July 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**
Profit/(Loss) attributable to the Entity	967,084	2,097,319	3,064,403
Revaluation increment/(decrement)	-	-	-
Balance at 30 June 2021	**7,534,166**	**3,332,155**	**10,866,321**

The accompanying notes form part of this financial report

Statement of Financial Position
For the Year ended 30 June 2021

	Note	2021	2020
		$	$
Current Assets			
Cash and Cash Equivalents		5,787,483	4,876,530
Debtors		189,310	678,699
Less: Provision for Doubtful Debts		(20,000)	-
Total Debtors		169,310	678,699
Prepayments		19,537	5,046
GST Refundable		(25,295)	67,924
Other Income in Arrears		152,788	239,699
Stock on Hand		738,566	806,836
Total Current Assets		**6,842,390**	**6,674,734**
Non-Current Assets			
Investments in Listed Entities/Managed Funds		-	13,954
Land & Buildings at valuation		9,644,482	7,015,817
Less: Accumulated Depreciation		(4,795)	(801,702)
Total Land & Buildings at Valuation		9,639,686	6,214,114
Plant, Equipment & Motor Vehicles at cost		1,855,123	1,738,824
Less: Accumulated Depreciation		(1,352,431)	(1,230,767)
Total Plant, Equipment & Motor Vehicles at cost		502,692	508,057
Total Non-Current Assets		**10,142,378**	**6,736,126**
Total Assets		**16,984,768**	**13,410,859**
Current Liabilities			
Income in Advance			10,000
NDIS Liability		(658)	434,660
Unspent Government Grants		1,059,585	983,324
Trade Creditors		212,885	947,251
Accrued Expenses		817,388	139,001
Loans - Westpac Bank		343,852	281,423
PAYG Tax Withheld Payable		201,438	264,965
Superannuation Payable		122,794	96,772
Provision for Officers Indemnity and Child Support		8,199	5,000
Provision for Annual Leave		867,973	688,432
Provision for Toil Leave		39,952	27,716
Provision for Sick Leave		27,464	27,464
Provision for Long Service Leave		648,417	633,806
Total Current Liabilities		**4,349,289**	**4,539,814**
Non-Current Liabilities			
Loans - Westpac Bank		1,235,695	697,800
Provision for Long Service Leave		533,462	371,327
Total Non-Current Liabilities		**1,769,157**	**1,069,127**
Total Liabilities		**6,118,446**	**5,608,941**
Net Assets		**10,866,322**	**7,801,918**
Equity			
Asset Revaluation Reserve	3	3,332,155	1,234,836
Retained Profits		7,534,167	6,567,082
Total Equity		**10,866,322**	**7,801,918**

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 2021

	Note	2021 $	2020 $
Cash Flows from Operating Activites			
Grants Received		8,824,969	7,663,782
Sales		5,537,011	3,476,333
Interest Received		27,339	44,427
Dividends Received		-	1,598
Donations & Bequests Received		217,614	254,399
Fees & Charges, Training & Other Receipts for Services		9,774,396	6,543,590
Interest Paid		(26,620)	(22,557)
Payments to suppliers and employees		(21,995,368)	(17,075,555)
		2,359,341	**886,017**
Cash Flows from Investing Activities			
Proceeds from Sale of Assets		13,954	-
Proceeds on sale of Property, Plant & Equipment		-	23,253
Purchase of Property, Plant & Equipment		(1,627,349)	(167,024)
		(1,613,395)	**(143,771)**
Cash Flows from Financing Activities			
Proceeds / (Repayment) of borrowings		165,007	313,772
		165,007	**313,772**
Net Increase / (Decrease) in Cash Held		910,953	1,056,018
Cash at beginning of year		4,876,530	3,820,512
Cash held at end of year		**5,787,483**	**4,876,530**

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

		2021	2020
Profit attributable to the Entity		967,084	727,261
Non-cashflows in profit			
Add Depreciation		309,234	299,515
Add Loss / (Less Profit) on Sale of Assets		(4,773)	(1,517)
Add decrease / (Less increase) in market value of Investments		-	6,137
Changes in assets and liabilities			
(Less increase) / Add decrease in Debtors		532,542	(480,322)
(Less increase) / Add decrease in Prepayments		(78,065)	26,180
(Less increase) / Add decrease in Stock		68,270	65,474
Add increase / (Less decrease) in Creditors & Accruals		(265)	329,668
Add increase / (Less decrease) in Provisions		412,143	226,602
Add increase / (Less decrease) in Income in Advance & Unspent		153,171	(312,981)
Cash Flows from Operating Activites (above)		**2,359,341**	**886,017**

The accompanying notes form part of this financial report

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.

Property

Freehold land and buildings are included at valuation. All freehold land and buildings were independently revalued at 31/12/2020.

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*
Donated stock on hand at yearend 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 2021

	2021	2020
	$	$
Note 2: Auditor's fees		
Audit of the financial statements	14,473	13,350
Acquittals of government grants	5,400	5,700
Company income tax services	200	0
Total	**20,073**	**19,050**

Note 3 : Asset Revaluation Reserve

This reserve records the revaluation of property. Property was revalued by AON registered valuers as at 31 December 2020.

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 2021, the number of members was 11.

Lifeline Darling Downs & South West QLD Ltd
Responsible Persons' Declaration
For the Year Ended 30 June 2021

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: SRA Berger

Dated this 28th **day of** September **2021**

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 2021, 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 2021 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 appropriate 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 2021, 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 realistic 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:
B.P. Baulch

Address: 130A Russell Street, Toowoomba QLD 4350

Dated this 29th **day of** September 2021

IMPORTANT ACKNOWLEDGEMENTS AND THANKS

CORPORATE DONORS

- PB Agrifood
- LJ Hooker Toowoomba
- Workwear Discounts
- Kitchener Street Dental
- Clearvision Accountancy Group
- Cheap Cars Toowoomba
- Foxtail Productions
- Betty's Burgers & Concrete Co

CORPORATE SPONSORSHIPS

The David Mactaggart
Family Foundation

GRANTS - CHARITABLE ORGANISATIONS - FOUNDATIONS

- Brazil Family Foundation
- The David Mactaggart Family Foundation
- Order of the Eastern Star Darling Downs Chapter No 140 OES
- Queensland Community Foundation

SERVICE CLUBS

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

SCHOOLS

- Centenary Heights SHS
- Toowoomba Flexi School

MEDIA PARTNERS

- Toowoomba Newspapers
- South West Newspaper Company
- Southern Cross Austereo
- ABC Radio Southern Queensland
- 4AK/4WK
- Triple MMM
- Resonate Regional Radio
- 4RRFM
- 88.1FM

GOVERNMENT FUNDING DEPARTMENT ACKNOWLEDGEMENTS

State Government

- Department of Communities, Disability Services and Seniors
- Department of Children, Youth Justice & Multicultural Affairs
- Department of Employment, Small Business and Training
- Department of Aboriginal and Torres Strait Islander Partnerships
- Queensland Health
- Department of Justice and Attorney-General
- Department of Housing and Public Works
- Department of Local Government, Racing and Multicultural Affairs
- Department of Industry, Innovation and Science
- Queensland Mental Health Commission
- Office of Liquor and Gaming Regulation

Federal Government

- Department of Social Services
- Department of Health and Ageing
- National Indigenous Australians Agency

Other Funding Bodies

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

Lifeline

Darling Downs &
South West QLD Ltd

ABN 97 075 403 959

33 Russell Street (PO Box 2119)
Toowoomba 4350

Ph: 1300 991 443

Fax: (07) 4699 1610

Email: lifeline@lifelinedarlingdowns.org.au

Web Site: www.lifelinedarlingdowns.org.au

BUSINESS DIVISION DISTRIBUTION CENTRE

192A Stephen Street (PO Box 2119)
Toowoomba 4350

Ph: 1300 991 443

Fax: (07) 4699 1610

24 HOUR TELEPHONE COUNSELLING

13 11 14