Inside Cover: Playgroup leader, Deidre Parry supporting children from our weekly Multicultural Playgroup.
## CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Message from Our Chairperson</td>
<td>04</td>
</tr>
<tr>
<td>Message from Our CEO</td>
<td>05</td>
</tr>
<tr>
<td>Message from Our Patron</td>
<td>06</td>
</tr>
<tr>
<td>About Communicare</td>
<td>07</td>
</tr>
<tr>
<td>2017-2018 Highlights</td>
<td>08</td>
</tr>
<tr>
<td>Our Strategic Plan 2018-2021</td>
<td>10</td>
</tr>
<tr>
<td>Creating Commitments</td>
<td>12</td>
</tr>
<tr>
<td>Creating Strong Foundations</td>
<td>13</td>
</tr>
<tr>
<td>Creating Our People and Culture</td>
<td>14</td>
</tr>
<tr>
<td>Our Volunteers</td>
<td>16</td>
</tr>
<tr>
<td>Our Programs and Locations</td>
<td>17</td>
</tr>
<tr>
<td>Creating Innovation</td>
<td>18</td>
</tr>
<tr>
<td>Creating Community Safety</td>
<td>19</td>
</tr>
<tr>
<td>Community Safety and Wellbeing</td>
<td>20</td>
</tr>
<tr>
<td>Creating Strong Families</td>
<td>22</td>
</tr>
<tr>
<td>Creating Community Support - Child Contact Service</td>
<td>24</td>
</tr>
<tr>
<td>Creating Pathways</td>
<td>26</td>
</tr>
<tr>
<td>Creating a Difference – Alternative Education Program (XLR8)</td>
<td>28</td>
</tr>
<tr>
<td>Creating Opportunities</td>
<td>30</td>
</tr>
<tr>
<td>Our Financials</td>
<td>32</td>
</tr>
<tr>
<td>A Special Thank You</td>
<td>33</td>
</tr>
<tr>
<td>Our Board</td>
<td>34</td>
</tr>
</tbody>
</table>
MESSAGE FROM
OUR CHAIRPERSON

I was proud to be appointed Chairperson for the Communicare Board of Management in April 2018 and I thank Shelena Serrano for being our Acting Chairperson since June 2017.

In my relatively short time with Communicare I have been impressed by the high level of commitment and enthusiasm shown by all staff and board members. The work that we do is vital to the lives and futures of so many people and it takes good people to make a positive difference.

On behalf of Communicare, I am pleased to present the 2017-18 Annual Report.

The focus of this report is on leading change and looking beyond. We reflect on our achievements and challenges for the year and the transformational journey Communicare has undertaken to continue its work with the most vulnerable people in our community.

Throughout 2017-18 we have advanced our aspiring business transformation program improving our organisational processes, capabilities and systems. Our continued focus on expanding strategic alliances and partnerships and developing our innovation and ideas culture framework has further strengthened our business.

In the final year of our 2016-2018 Strategic Plan we have delivered on our strategic commitments, positioning Communicare as a smart, agile and efficient organisation. We have built a sound financial base with a strong balance sheet and a competent management team. Embedding the foundations to enable us to function as a well run business, so we can now turn our attention to our long term growth strategy.

Myself and the board are looking forward to meeting the challenges of the coming year working with Melissa Perry and the Executive Team. With key initiatives identified in Communicare’s 2018-2021 Strategic Plan and solid foundations to explore, adapt and seize opportunities, we have a clear direction for its future.

I would like to welcome new members to the Board and thank existing members for their ongoing service. I also extend my thanks to Melissa Perry, the Executive Team, staff and volunteers. Collectively, you have provided the leadership and commitment to ensure the organisation has delivered benefits to the people we have served this year and firmly positioned Communicare to advance its values, aspiration and purpose over the next 12 months.

Finally, I thank the Hon. Ben Wyatt MLA as Patron of Communicare, for his support of our endeavours and vision for the future.

Hon. Jim McGinty MLA
Chairperson
MESSAGE FROM
OUR CHIEF EXECUTIVE OFFICER

In the final year of our 2016-2018 Strategic Plan, we achieved many of our commitments, building solid foundations to launch our 2018-2021 Strategic Plan.

This year was one of considerable progress. We established and strengthened our governance structure, built our brand in existing and new marketplaces and further developed our workforce capability through investments in our people, culture and systems.

Continuous improvements and innovations to our operations have reshaped our service delivery transforming our client experiences and empowering our employees to be more connected to our aspiration, purpose and brand.

I would like to take this opportunity to thank our newly appointed Chairperson, the Hon. Jim McGinty and our Board of Management for their dedicated service to Communicare. I also thank the Hon. Ben Wyatt MLA, our Patron, for his guidance and influence which has kept our organisation on the path to continue providing service excellence to our community’s most vulnerable.

I would also like to mention the commitment of our Executive Leadership Team, their passion throughout the year has cemented our continuous improvement agenda to improve our operations and I would like to thank them. Finally, to our employees and volunteers. I also say thank you for your perseverance through another year of significant change and for your considerable contribution to Creating Futures.

Moving forward to implement the first 12 months of our 2018-2021 Strategic Plan I am confident we have set the foundations to allow us to function optimally well and can turn our attention to our growth strategy.

Our strongest focus over the next 12 months will be to continue to strengthen our people and culture and financial sustainability. We will define and develop leadership skills to grow our people and find diverse revenue streams to reduce our reliance on government funding. We will embed innovations, Our Ideas Culture and Framework into our everyday business to make us sustainable, brave and bold.

It is a privilege to come to work every day and I am extremely proud of our employees and the services we provide.

Melissa Perry
Chief Executive Officer
MESSAGE FROM OUR PATRON

2018 marks my 11th year as Patron of Communicare and the 13th year that I have been involved with this wonderful organisation.

As I wrote last year, I was sad to relinquish my role as Chairperson of the Communicare Board of Management once I assumed my portfolio duties. However, I am absolutely delighted that my former colleague, the Hon. Jim McGinity MLA, was appointed as Chairperson in April of this year.

Jim is committed to social justice issues and I am sure Communicare will continue to flourish under his guidance. He takes over from, Shelena Serrano, who was Acting Chairperson from June 2017 to April 2018. Over the past 12 months Communicare has been served by a diverse, professional and committed Board of Management and I congratulate the Board on their efforts.

Communicare has made significant progress with its transformation agenda as its 2016-2018 Strategic Plan comes to an end. Business improvements delivered over the past 12 months have provided solid foundations for Communicare to accelerate growth into the next financial year and beyond. Communicare’s comprehensive improvement program has not only focused on enhancing business systems and technology, but has also guided the transformation of its people to be innovative, bold and brave.

Over the past 12 months Communicare has achieved a number of goals, including winning new tenders across a range of client services totalling $18 million. In addition, Communicare has been focused on attaining White Ribbon Workplace Accreditation and in this respect I am very pleased that the Communicare Academy was granted this accreditation in March 2018.

Looking forward over the next twelve months, Communicare will start to implement its 2018-2021 Strategic Plan. The Plan was developed through a collaborative process involving Communicare’s Board, Executive Team and staff, and was informed by extensive consultation by those who provide policy direction and funding support, Communicare’s partners and the people who access Communicare’s services.

I am excited for Communicare’s future under the new Strategic Plan, and I am confident the business has a clear direction to focus on long term growth.

As always, I would like to take this opportunity to congratulate Communicare’s CEO Melissa Perry, for her remarkable dedication and her achievements over the last twelve months. I also congratulate the Executive Team and every staff member and volunteer. Communicare’s achievements and strengths owe everything to your commitment and passion.

Well done to all and I look forward to working with you throughout 2018-19.

Ben Wyatt MLA
Patron
OUR PURPOSE

To inspire and empower people to live a life of their choice in an inclusive community.

OUR ASPIRATION

To create strong, safe and inclusive communities for people to participate to their full potential.

ABOUT COMMUNICARE

Communicare is an innovative not-for-profit organisation committed to creating strong, safe and inclusive communities for people to participate to their full potential.

Since 1977, we have developed a positive reputation for community service excellence. Delivering high quality, holistic and integrated social support services that acknowledge diversity and seek to inspire and empower people to participate safely and fully in their communities.

Working collaboratively with public and private sector and other not for profit organisations, Communicare seeks to build meaningful partnerships that align with our values to ensure better outcomes for the people we serve.

Supported by over 350 staff and volunteers, our organisational culture is shaped by our people’s commitment to diversity, respect and fairness. Our values – hope, opportunity, perseverance and equality – sit at the heart of everything we do – enhancing community, economic and social inclusion for everyone.

OUR VALUES

HOPE
Creating optimism and hope for the future.

OPPORTUNITY
Creating opportunities to learn, to share knowledge and experience, to grow and advance.

PERSEVERANCE
Leading with courage, passion and determination to overcome challenges and reach and achieve goals.

EQUALITY
Recognise, respect and value people’s differences to contribute to and realise their full potential.
There were many highlights this financial year and we are very proud of what we have achieved. Creating Highlights demonstrates our aspiration and purpose over the past 12 months to create strong, safe and inclusive communities.

**JULY 2017**

Reconciliation Australia approved our Reflect Reconciliation Action Plan (RAP) in July 2017, helping our staff to better understand Aboriginal people’s history, culture and future ambitions.

**FEBRUARY 2018**

We joined Financial Counselling Network as one of 15 community service agencies delivering financial counselling services to individuals and families needing assistance.

**FEBRUARY 2018**

We appointed Vital Conversations as our Employee Assistance Program (EAP) provider for voluntary, confidential and complimentary counselling services to support our staff’s health, safety and wellbeing.

**FEBRUARY 2018**

On 5 February 2018 we officially launched our Learning and Development Framework. A platform through which our staff and volunteers can access a suite of learning pathways and training modules.

**MARCH 2018**

Communicare Academy successfully completed White Ribbon Australia’s Breaking the Silence Program and was officially recognised as an accredited White Ribbon School on 28 March 2018.

**APRIL 2018**

We were successful in our tender for ParentsNext funded by Department of Jobs and Small Business from June 2018 to 2021, and delivered across Geraldton, Perth North and South regions.

**APRIL 2018**

We officially launched our new Children’s Contact Services (CCS) on 30 April 2018, a fee for service program based in Cannington supporting separated families across the Perth metro area.

**JULY 2017**

Communicare joined Australia’s Biggest Mental Health Check-in. A national campaign to educate, measure and improve mental health for all Australians.

**CREATING FUTURES**
**OCTOBER 2017**

Our amalgamation with Clan WA was finalised on 2 October 2017 incorporating the Connected Communities Project and Family and Relationship Services (FARS) into our services.

**SEPTEMBER 2017**

On 15 September 2018 we celebrated 40 years of Creating Futures with strategic partners and guests at our Annual General Meeting (AGM) at Cecil Avenue, Cannington.

**DECEMBER 2017**

We welcomed the successful tender for Adult Justice Services - Rehabilitation and Reintegration Services, partnering with Anglicare to jointly deliver services in Perth and Geraldton.

**NOVEMBER 2017**

Our CEO Melissa Perry was appointed Chairperson of Jobs Australia Board, the national peak body helping not-for-profits deliver assistance to disadvantaged people and communities.

**DECEMBER 2017**

We launched three new mobile responsive websites to improve our user experience, including our main website www.communicare.org.au; Communicare Academy and WA Inclusion Agency.

**NOVEMBER 2017**

In support of our White Ribbon Accreditation focus our staff participated in various White Ribbon activities throughout November culminating in an all staff event on 25 November 2017 to recognise International White Ribbon Day.

**MAY 2018**

We welcomed State Government funding for a second Communicare Breathing Space residential service that is due to open in mid-2019.

**APRIL 2018**

The Hon. James (Jim) McGinty accepted our invitation to be Chairperson for the Communicare Board of Management.

**MAY 2018**

We were successful in our tender for the Alternative Education Program, funded by the Department of Education. The program commenced in June 2018 across five locations, including Pattie Street in Cannington, Fremantle, Mirrabooka, Joondalup and Midland.

**JUNE 2018**

We were appointed lead agency for the Family Support Network (FSN) - Fremantle/Rockingham in partnership with Yorgum Aboriginal Corporation.

**JUNE 2018**

By the close of the financial year we had invested close to $1M on hardware software and connectivity thanks to the generosity of Lotterywest with 22 Communicare sites having their ICT upgrade completed.
OUR PEOPLE
Continuously build a highly capable and collaborative workforce by investing in our people and culture

KEY MEASURES
Attract and retain a skilled workforce - Develop innovative strategies to attract and retain a skilled workforce and engage a future talent pipeline for business critical roles.

Develop a diverse workforce - Encourage a workplace culture that values and respects workforce diversity with an emphasis on increasing Aboriginal employment.

Build workforce capability - Cultivate an environment that values and supports opportunities to build workforce capability.

Strengthen workforce capacity - Expand our workforce to meet current and future requirements, by growing our volunteers, graduate intake and student placement programs.

Continue to build a safe and resilient workforce - Further embed our safety culture through improved reporting, analysis and corrective action and strengthen workplace wellbeing and resilience.

SERVICE DELIVERY & DESIGN
Design services based on our values and aspirations and achieving quality outcomes for our clients

KEY MEASURES
Improve annual service contract delivery - Develop and implement information systems and outcome frameworks to improve measurement and reporting on service delivery quality and contract compliance.

Increase client satisfaction levels of our services - Embed a client centred approach to service design and delivery to increase client satisfaction.

Increase service and program effectiveness - Maintain consistent service standards and implement a Place Based Strategy across program and service delivery.

Improve client engagement outcomes - Develop a client engagement framework to deliver a cohesive client experience and improve our approach to outcomes assessment.

Annual client co-design forums - Engage clients, partners and community in service planning, design, evaluation and monitoring.

WELL RUN BUSINESS
Provide effective integrated systems and processes to ensure the business is well run, adaptable and sustainable

KEY MEASURES
Increase financial efficiency - Support a strong financial position by maintaining financial efficiency through strong governance and risk management practices.

Increase number of successful tender bids - Further strengthen a planned and analytical approach to evaluating and bidding for new contracts and contract renewals with financially viable outcomes.

Progressive ICT Strategy - Further develop our ICT systems to support service delivery and business effectiveness to drive a progressive ICT strategy.

Increase asset quality and ongoing management - Develop an Asset Management Strategy linked to our Investment Strategy to upgrade and consolidate our assets and infrastructure.

Support growth via revenue diversification - Develop and implement a ‘Growth Strategy’ to guide investment, revenue growth and to identify market opportunities for fee for service and performance based funding models.
**INNOVATION**

Create and encourage an environment of innovation that continuously introduces new ideas

**KEY MEASURES**

- **Increase staff participation rate in Our Ideas Culture** - Build an ideas culture where staff are provided the opportunity to reimagine, redesign and reinvent to bring creative solutions to all parts of our organisation.

- **Increase number of innovation ideas piloted per year** - Optimise innovation by providing a platform for staff to feel empowered and trusted to explore their ideas including supporting fail-fast iterations of new solutions to learn and continually improve.

- **Position Communicare as an innovative organisation** - Make innovation a cultural driver for everything we do and advocate Communicare as an innovative organisation.

- **Establish innovative spaces across the organisation** - Embed innovative thinking into Communicare’s DNA with spaces that allow our people to connect, discuss common challenges, share ideas and put these ideas into practice.

**PARTNERSHIPS**

Continuously nurture and develop Strategic Partnerships that align with our values and purpose

**KEY MEASURES**

- **Increase mutually beneficial partnerships** - Engage partners with a shared vision to collaborate on initiatives that enhance social and economic inclusion.

- **Increase partnership satisfaction across all sectors** - Develop a Client Relationship Management Framework to facilitate networking and partnership engagement across relevant programs.

- **Increase revenue generated from partnerships** - Recruit a dedicated Partnership Manager to support a professional approach to partnerships and increase the number of corporate partners.

- **Increase annual fundraising activities** - Develop an innovative fundraising strategy to better enable individual, community and corporate giving.

**ADVOCACY**

Provide effective advocacy to create positive social change

**KEY MEASURES**

- **Increase media share of voice** - Implement a proactive use of media to advocate for change and shape the response to prevalent social issues.

- **Build a better social media capability** - Continue to build our social media activity to increase brand awareness and engagement, and support momentum for our advocacy strategy.

- **Increase brand connections across multiple sectors** - Provide a framework and methodology for clear, timely and agreed communications, underpinned by our aspiration, purpose and values.

- **Become a thought leader to build industry connections** - Be a thought leader to intrigue, challenge and inspire people already familiar with our purpose and help start relationships where none exists to create positive social change.

- **Increase annual advocacy events** - Use events as a communication channel to build awareness and connections across diverse industry sectors.
CREATING COMMITMENTS

In 2017-18 we continued our commitment to achieving quality outcomes for the people we support through better integration across our services and strengthening performance, culture and leadership within our organisation.

KEY FOCUS AREAS FOR 2017-18

In the final year of our 2016-2018 Strategic Plan we continued to advance our key initiatives. These included improving service quality and effectiveness, developing our diversity strategy, and building safe families, workplaces and communities. Our focus for the past 12 months has included:

• Ensuring our staff continually developed in their roles whilst focusing on improving outcomes for the individuals and families who accessed our services.

• Reinforcing the importance for our staff to manage complexity in their roles and to continuously improve quality and effectiveness across all our services and programs.

• Improving the way individuals and families navigate and access our wide range of services, focusing on collaboration and local leadership to provide a more holistic and integrated service to the people we serve.

• Ongoing implementation of Outcomes Star assessment tool across the organisation to better measure and understand the effectiveness of our service delivery.

• Strengthening our organisation’s understanding and response to family and domestic violence, whilst anticipating an announcement of our White Ribbon Workplace Accreditation in July 2018.

• Continuing our journey to becoming a child safe organisation by aligning our recruitment and training processes and systems with Our Keeping Children and Young People Safe Policy.

ACHIEVEMENT HIGHLIGHTS IN 2017-18

In 2017-18 we progressed our diversity strategy and financial sustainability through:

• Being awarded a range of new programs and services. These included Connect and Respect (in partnership with Anglicare WA), Enhanced Family Support Network (in partnership with Yorgum Aboriginal Corporation), ParentsNext, Financial Counselling, Alternative Education Program, Child Contact Service, totalling $18m and requiring 35 new employees.

• Reconciliation Australia approving our Reflect Reconciliation Action Plan (RAP) in July 2017. The RAP improved the way we developed our staff and delivered our services to better engage with Aboriginal people and their communities. Including, significant investment in staff to better understand Aboriginal people’s history, culture and future ambitions.

OPPORTUNITIES FOR 2018-19

We are very excited about becoming a White Ribbon Accredited Workplace and will continue our focus on creating strong, safe and inclusive communities for people to participate to their full potential. We will focus on developing new programs to address emerging needs and opportunities in the community, improve collaboration within our organisation and grow external partnerships.

CHALLENGES OVERCOME IN 2017-18

Our commitment to key initiatives remained constant, but the environment in which we operate, the individuals and families we work with, and the staff and structure of our organisation changed significantly over the past 12 months and will continue to do so into the future.

Image Above: Janice Farrell is a Communicare HIPPY tutor and a Banaga woman from the Yawuru tribe of Broome.
CREATING STRONG FOUNDATIONS

Over the last 12 months, we have built a sound financial base and improved our workplace governance, capabilities and systems, creating strong foundations to support long-term growth.

KEY FOCUS AREAS FOR 2017-18

Shaped by our 2016-2018 Strategic Plan, we have focused on key areas for improvement. These included:

- Increased financial literacy and analysis across our leadership team, including increased financial controls, governance and risk management.
- Identification of fit-for-purpose business applications and technology integrations to improve business efficiencies.
- Improving brand awareness by redesigning and launching new websites, and development of a social media strategy.
- Enhancements to incident reporting to improve response time, mitigation actions and incident prevention.
- Increased the diversity of our income streams by developing a treasury management policy and investing capital into an ethical investment portfolio.

ACHIEVEMENT HIGHLIGHTS IN 2017-18

The key highlights for the 2017-2018 period, are as follows:

- Replacing most of our existing ICT hardware and software to update our operating system and enhance security to enable speed, accuracy and agility for our business.
- Development of detailed business requirements, shortlisting and evaluation of vendors for the selection of Finance, Human Resources, Payroll and Self-Service business applications engaging Oracle and Payglobal as preferred providers.
- Implementation of a social media and digital marketing strategy to build brand awareness, improving public and industry access to learn more about our core services.
- Increasing our financial sustainability by exceeding budgeted income targets by $12m (3%) and budgeted surplus targets by $13m (265%).

OPPORTUNITIES FOR 2018-19

Over the next 12 months we have ambitious plans for further progress and improvements to support growth initiatives as outlined in the 2018-2021 Strategic Plan, these include:

- Further strengthening our ICT security and disaster recovery by introducing multi-factor authentication, device encryption and relocation of our data centre.
- Implementing Microsoft Office 365, enabling greater accessibility and improved collaboration through the application of online tools.
- Full implementation of Oracle and Payglobal in Finance, Payroll, Human Resources and Employee Self-Service.
- Establishing business requirements for the identification and selection of a Customer Relationship Management (CRM) system.
- Enhancing existing and accessing new partnerships to build stronger corporate and community collaboration to better meet the needs of the people we serve.
- Building innovative solutions to enrich fundraising and in-kind support.
- Streamlining requisition and payment processes through the rollout of the new finance system.
- Continuing diversification of income streams and sources.
- Developing a Place-Based Strategy for property assets to expand Communicare’s footprint in WA and implementing an organisational risk management framework.
- Designing and implementing a new financial sustainability model for new business growth and development initiatives.
- Upgrading Communicare offices at three sites to provide high quality work environments for staff, volunteers and clients.

Image Above: Communicare staff celebrating the ‘Go Live’ date for new ICT systems in June 2018.
CREATING OUR
PEOPLE & CULTURE

Our people remain the key to our success. The focus this year has been on creating a high-performance culture – one that is committed to best practice, continuous improvement and consistently delivering the best outcomes for the people and communities we serve.

KEY FOCUS AREAS FOR 2017-18

As a business that serves the community, our people are vitally important to the success of the services we deliver. Continued investment in our people is aimed at retaining, engaging and developing employees to be brand custodians delivering excellence in community services.

Over the past 12 months we advanced our comprehensive business improvement program, including technology and process changes. This required effective change management strategies to prepare our workforce and guide the transformation of our people. Our key area of focus this year has been to:

• Continue to drive a strong performance based culture through integrating clearly defined performance targets and understanding behaviours that align with our core values throughout the employee lifecycle.

• Develop platforms to effectively deliver and measure learning and development outcomes to build our overall organisational capability.

• Embed a strong safety culture where all employees are committed to their safety roles and responsibilities.

• Build our volunteer workforce to support and engage in the delivery of services in the community.

During the year, we embarked on a detailed evaluation and selection process to identify a suitable Human Resources (HR) information system, a Recruitment and Onboarding system and an Employee Self Service platform. In the coming year, we will see greater HR effectiveness and efficiencies as we harness these business applications.

CHALLENGES OVERCOME IN 2017-18

An improvement in employment market conditions, largely driven by increased investment in the resources sector, has created a need to consider the impact these changes will have on remuneration and employment conditions. A significant improvement in market conditions will challenge our ability to attract and retain experienced people for business-critical roles.

ACHIEVEMENT HIGHLIGHTS IN 2017-18

Many key initiatives were achieved throughout this year. These included:

• Implementing iLearn learning management system (powered by ELMO talent management) to effectively deliver and measure learning and development activity and outcomes.

• Implementing ELMO Performance module to transition our performance development and review process into a single, online platform.

• Completing our second staff culture and engagement survey to measure progress against our 2015 baseline survey.

• Continuing our commitment to sustain a strong safety culture through implementation of an online safety incident management system, safety resources hub for employees and involvement in the biggest mental health check-in.

• Appointing a dedicated volunteer management role with expertise to grow the number of volunteers and student placements as a key component of our recruitment strategy.

RECOGNITION OF SERVICE

Communicare understands the importance of acknowledging our employees for their achievements, this includes celebrating their valued years of service. Our appreciation goes to these employees for their contribution to our organisation.

<table>
<thead>
<tr>
<th>TEAM MEMBER</th>
<th>YEARS OF SERVICE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cherry Slade</td>
<td>10 Years</td>
</tr>
<tr>
<td>Charmaine Porter</td>
<td>10 Years</td>
</tr>
<tr>
<td>Deidre Parry</td>
<td>15 Years</td>
</tr>
</tbody>
</table>
OPPORTUNITIES FOR 2018-19

The opportunities for People and Culture is to continue the maturation of key initiatives and drive improvements to prepare the business for inevitable changes in employment market conditions.

- Developing a total reward and remuneration strategy.
- Improving HR reporting and metrics.
- Continuing the implementation of our learning and development framework and the two remaining learning pathways - Business Essentials Program and Leadership Development Program.
- Developing a succession planning framework to build a talent pipeline for critical business roles.
- Increasing the number of volunteers and student placements through targeted recruitment initiatives, engagement with Universities and ongoing development programs.
- Introducing a staff wellness program to extend our commitment to health and safety with a focus on preventative measures.

Image Above: Deidre Parry has been supporting Communicare families for over 15 years as a Playgroup Leader.

![Image of Deidre Parry](image-url)
I really enjoy volunteering for Communicare’s Conversational English classes. I love watching the student’s confidence grow in each lesson and interact with other students in the class.

Haymi Gabrumarim

Haymi and her daughter arrived in Australia from Sudan on a bridging visa in 2014. They joined Communicare’s Multicultural Playgroup and Parents and Babies Group not long after. In the beginning Haymi was quiet and didn’t feel confident speaking to the other parents in the group as she felt her English wasn’t very good. The facilitators suggested Haymi attend Conversational English Classes to improve her English skills.

VOLUNTEERING AT COMMUNICARE

The varying levels of English in our Conversational English Class meant that breaking into smaller groups helped to focus better on the individual needs of each student. As Haymi’s confidence began to grow she could assist in the class by taking small groups of students. Haymi’s invaluable contribution empowered her to become an official volunteer at Communicare, a role she was very excited to take on. The Conversational English teacher believes Haymi is perfect for this role as she has a patient and caring attitude, taking time to assist new students. Haymi has enjoyed her role in the Conversational English Class and recently asked me if there were any other volunteer opportunities within Communicare. We are lucky to have her in our team.
OUR PROGRAMS AND LOCATIONS

CHILDREN AND FAMILY SERVICES

- Out of School Hours Care
- Vacation Care
- Family Day Care Scheme
- The Get Active Project
- Inclusion Support Program
- Home Interaction Program for Parents & Youngsters (HIPPY)
- Building a Balance
- Indigenous Advancement Strategy
- Communities for Children (Armadale)
- Settlement Service Activities
- South East Metro Parenting Support Service
- Connected Communities (commenced October 2017)
- Family and Relationship Services (FaRS) (commenced October 2017)
- Financial Counselling Services (commenced February 2018)
- Family Support Services
- Children’s Contact Service (commenced April 2018)
- Single Expert Witness Services

EDUCATION SERVICES

- The Communicare Academy
- Alternative Education Program (commenced June 2018)
- Registered Training Organisation
- Psychology Board of Australia Approved Supervisor’s Training
- Youth Job PaTH Employability Skills Training

EMPLOYMENT SERVICES

- jobactive
- Work for the Dole Coordination
- Community Initiatives
- Transition to Work
- A Global Workforce

COMMUNITY SAFETY AND WELLBEING

- Communicare Breathing Space
- Safe at Home Domestic Violence Outreach
- Connect and Respect (commenced April 2018)
- Tuart House Women’s Refuge (South-West WA)
- Partnerships for Family Safety

PEOPLE, CULTURE, BRAND AND SYSTEMS

- Corporate Projects
- Human Resources
- Information and Communication Technology
- Learning and Development
- Marketing and Communications
- Volunteering and Student Placements
- Workplace Health & Safety

BUSINESS INTELLIGENCE AND GROWTH

- Aboriginal Engagement
- Practice Management
- Data and Reporting
- Innovation Management
- Risk and Continuous Improvement
- Social Policy and Tender Writing

CORPORATE SERVICES

- Finance
- Property and Asset Management
CREATING INNOVATION

Over the past 12 months we have focused on creating a framework for our innovation program based on best practice trends and consultation with subject matter experts. Shaped by our 2018-2021 Strategic Plan, innovation is a key initiative that will underpin our aspirational Growth Strategy.

KEY FOCUS AREAS FOR 2017-18

The aim of Our Ideas Culture is to enable our people to find new solutions to social challenges faced by the individuals, families and communities that we serve. Whether it be partnerships, models, approaches or ways of developing staff, in many cases, better outcomes will be achieved by thinking differently. Moving into the next financial year engaging employees in Our Ideas Culture will be central to our success. This year we focused on:

- Developing an innovation framework and supporting principles that will enable change and provide clear guidelines for staff to understand how new initiatives will be supported.
- Developing a strategy to support the launch and implementation of Our Ideas Culture in the new financial year. This included identifying activities and processes to be established, workforce capabilities and a platform to support the capture and assessment of ideas.
- Launching Our Ideas Culture framework to the Management Team at the iCollabor8 Management Forum in March 2018 where representatives from Spacecubed provided insights into different ways we could implement innovation within the workplace.

ACHIEVEMENT HIGHLIGHTS IN 2017-18

A highlight for this year was finalising our innovation program, culminating in Our Ideas Culture – Building Innovation & Creating Solutions booklet. The booklet will be used as a comprehensive guide and given to all staff at our official launch in July 2018 at Communicare’s Annual iCommunic8 Day staff conference.

OPPORTUNITIES FOR 2018-19

Change is our new constant. Our ability to be an agile and forward-thinking organisation is key to our success. Business growth, coupled with critical changes to support our future strategic direction prompted a review of our organisational structure in June 2018.

These changes will be implemented in July 2018 to support the launch and roll-out of Our Ideas Culture. Led by our newly formed Business Intelligence and Growth Directorate, five dedicated new roles will be created to ensure innovation, business improvement, integration and collaboration, and cultural diversity are aligned and progressed to embed creativity and thinking differently as an organisational priority.
In the past 12 months, Family Violence and Justice Services has undergone a period of significant change. We were awarded a new tender in partnership with Anglicare and welcomed a State Government announcement for a second Breathing Space. The Directorate was expanded to include Communicare’s Psychological Services providing support to individuals facing barriers to reaching their goals.

KEY FOCUS AREAS FOR 2017-18

In 2017-18 Family Violence and Justice Services focused on increasing support and behaviour change services to men, women and children impacted by domestic violence. Central to all our services that we delivered this year was the safety of women and children, whilst reinforcing perpetrator accountability and responsibility. Enabling families and individuals to develop and sustain non-violent and respectful relationships.

Our key area of focus this year has been:

- The three-month transition into the new Connect and Respect program, a state-wide integrated men’s behaviour change program, delivered in partnership with Anglicare WA for the Department of Justice. At launch on 1 April 2018 Communicare’s former service Families Without Fear program was superseded by Connect and Respect.

- Collaborating with Department of Communities to increase availability of Breathing Space Programs in WA, providing intensive men’s behaviour change programs incorporating group work, case management, reintegration and counselling support. Breathing Space services provides residential accommodation to perpetrators of domestic violence as an alternative to removing women and children from their home.

CHALLENGES TO OVERCOME IN 2017-18

This year a significant challenge was the transition into the Connect and Respect Program. We won the tender in December 2017 and commenced the program on 1 April 2018. The transition involved establishing working relationships with Anglicare, sourcing and fitting out suitable sites in Fremantle and West Perth and qualified staff recruitment and training. We also developed new program content and maintained ongoing client services, whilst transitioning to the new service.

ACHIEVEMENT HIGHLIGHTS IN 2017-18

Our highlights this year included:

- Winning the tender for the delivery of Adult Justice Services - Rehabilitation and Reintegration Services. In partnership with Anglicare we are jointly delivering these services in the Perth metropolitan area and Geraldton from 1 April 2018 to 31 March 2021.

- In May 2018, we welcomed funding from Department of Communities (Child Protection and Family Support and Housing) for a second Communicare Breathing Space Residential Service. The service is due to start mid-2019 and we will work closely with Local and State Government to scope suitable locations.

OPPORTUNITIES FOR 2018-19

- In June 2018 Family Violence and Justice Services was renamed Community Safety and Wellbeing and was expanded to include Communicare’s Psychological Services. Utilising the expertise of in-house psychologists, we aim to grow the service by building internal and external access pathways and offer a range of new services such as the Better Access Initiative (Medicare supported psychology services).

- Shaped by our commitment to build advocacy capabilities outlined in the 2018-2021 Strategic Plan, Community Safety and Wellbeing aims to increase participation in community awareness events and activities. These will include White Ribbon events, community education forums and campaigns promoting community safety and wellbeing.

CREATING COMMUNITY SAFETY

In the past 12 months, Family Violence and Justice Services has undergone a period of significant change. We were awarded a new tender in partnership with Anglicare and welcomed a State Government announcement for a second Breathing Space. The Directorate was expanded to include Communicare’s Psychological Services providing support to individuals facing barriers to reaching their goals.

KEY FOCUS AREAS FOR 2017-18

In 2017-18 Family Violence and Justice Services focused on increasing support and behaviour change services to men, women and children impacted by domestic violence. Central to all our services that we delivered this year was the safety of women and children, whilst reinforcing perpetrator accountability and responsibility. Enabling families and individuals to develop and sustain non-violent and respectful relationships.

Our key area of focus this year has been:

- The three-month transition into the new Connect and Respect program, a state-wide integrated men’s behaviour change program, delivered in partnership with Anglicare WA for the Department of Justice. At launch on 1 April 2018 Communicare’s former service Families Without Fear program was superseded by Connect and Respect.

- Collaborating with Department of Communities to increase availability of Breathing Space Programs in WA, providing intensive men’s behaviour change programs incorporating group work, case management, reintegration and counselling support. Breathing Space services provides residential accommodation to perpetrators of domestic violence as an alternative to removing women and children from their home.

CHALLENGES TO OVERCOME IN 2017-18

This year a significant challenge was the transition into the Connect and Respect Program. We won the tender in December 2017 and commenced the program on 1 April 2018. The transition involved establishing working relationships with Anglicare, sourcing and fitting out suitable sites in Fremantle and West Perth and qualified staff recruitment and training. We also developed new program content and maintained ongoing client services, whilst transitioning to the new service.

ACHIEVEMENT HIGHLIGHTS IN 2017-18

Our highlights this year included:

- Winning the tender for the delivery of Adult Justice Services - Rehabilitation and Reintegration Services. In partnership with Anglicare we are jointly delivering these services in the Perth metropolitan area and Geraldton from 1 April 2018 to 31 March 2021.

- In May 2018, we welcomed funding from Department of Communities (Child Protection and Family Support and Housing) for a second Communicare Breathing Space Residential Service. The service is due to start mid-2019 and we will work closely with Local and State Government to scope suitable locations.

OPPORTUNITIES FOR 2018-19

- In June 2018 Family Violence and Justice Services was renamed Community Safety and Wellbeing and was expanded to include Communicare’s Psychological Services. Utilising the expertise of in-house psychologists, we aim to grow the service by building internal and external access pathways and offer a range of new services such as the Better Access Initiative (Medicare supported psychology services).

- Shaped by our commitment to build advocacy capabilities outlined in the 2018-2021 Strategic Plan, Community Safety and Wellbeing aims to increase participation in community awareness events and activities. These will include White Ribbon events, community education forums and campaigns promoting community safety and wellbeing.

CREATING COMMUNITY SAFETY

In the past 12 months, Family Violence and Justice Services has undergone a period of significant change. We were awarded a new tender in partnership with Anglicare and welcomed a State Government announcement for a second Breathing Space. The Directorate was expanded to include Communicare’s Psychological Services providing support to individuals facing barriers to reaching their goals.
Before coming to rehab I was a very angry and vengeful person. I was always holding onto the past and didn’t care about other people or how I hurt them. My time at Breathing Space changed my life. I learnt how to manage and cope with my thoughts and frustrations without violence. I now understand the devastating effect violence has on women, families and the broader community. I believe I am a different man thanks to Breathing Space.

Harry Brown
CREATING STRONG FAMILIES

In 2017-18 our Children and Family Services focused on strengthening capabilities to enrich family relationships through creating new partnerships and programs. In June 2018 Children and Family Services was separated into two key delivery areas to support changing community needs: Early Years and Youth and Parenting and Family Services.

KEY FOCUS AREAS IN 2017-18

In 2017-18 Children and Family Services focused on delivering programs to meet or exceed national quality standards and to remain financially sustainable by increasing demand for our services. Growth, diversity and inclusion were key focus areas for both delivery areas this year.

Parenting and Family Services, achieved this through:

- Pursuing new program opportunities to meet community needs and help grow our fee for service program offerings. Our new fee for service program - Children’s Contact Service (CCS) was launched on 30 April 2018.

Early Years and Youth, achieved this through:

- Exceeding National Quality Standards rating for our Family Day Care service in October 2017. Awarded by the Education and Care Regulatory Unit who deemed our educators, processes, leadership and the services we delivered over the 12 months to be of the highest quality.

- Receiving nominations for WA Early Education and Care Excellence Awards for our Out of School Hours Care and Family Day Care services in May 2018. The award was a public acknowledgement of our outstanding contributions to early childhood education and care in the community.

CHALLENGES OVERCOME IN 2017-18

Our Occasional Child Care (OCC) service opened its doors in 1988 and built a strong reputation as an affordable, early childhood education facility for families. Unfortunately, over several years’ demand for the service declined and despite our best efforts to keep operating, we were forced to close the program in June 2018, seeing the end of an era for a long-standing service to the local community.

Another challenge this year was financing the upgrade of an outdoor play area for our Out of School Hours Care service in Riverton for school aged children aged 4 - 12 years old. An innovative solution to meet our challenge was to partner with Communicare’s Work for the Dole program on a six-month project where participants built an inviting and stimulating outdoor area that the children really enjoy using.

ACHIEVEMENT HIGHLIGHTS IN 2017-18

Highlights for Parenting and Family Services, included:

- Launching our Children’s Contact Service (CCS) in April 2018 to support separated parents to provide safe and positive contact arrangements for their children.

- Acquiring two new programs: Connected Communities Mirrabooka, and Family and Relationship Services resulting from the amalgamation of Clan WA in October 2017.

- Joining the Financial Counselling Network as one of 15 community service agencies to deliver financial counselling services across the Perth Metropolitan Region in February 2018.

- In June 2018 being appointed the lead agency for Family Support Network (FSN) Fremantle - Rockingham, in partnership with Yorgum Aboriginal Corporation. The service works in partnership with other community sectors and Department of Communities providing a common entry point to diverse services and delivering targeted support to families.
COMMUNICARE ANNUAL REPORT 2018 | 23

Highlights for Early Years and Youth, included:

- WA Inclusion Agencies representation at the Early Childhood Australia’s (ECA) Reconciliation Symposium in May 2018. Led by Communicare the agency showcased their Early Childhood and Child Care (ECCC) services. One hundred bush toys from the Fitzroy Crossing Aboriginal Woman’s Resource Centre were commissioned by Communicare and gifted to ECCC delegates.

- Progressing our Indigenous Advancement Strategy by establishing regular contact with local Indigenous community members. This included facilitating culturally appropriate workshops in the local community and improving connections between primary schools and their local families.

OPPORTUNITIES FOR 2018-19

Parenting and Family Services

As the lead agency of the Family Support Network (FSN), we will manage both the Assessment and Coordination Service and the Intensive Case Management Service for the Fremantle/Rockingham region, ensuring activities are consistent with the Family Support Network Operating Framework and continue to deliver services to families at risk.

Early Years and Youth

In the next year, we will continue our focus on reviewing opportunities to enhance our established fee-for-service program offerings to support vulnerable families and communities. A key priority for Early Years and Youth will be to maintain ongoing funding whilst seeking new contract opportunities.

PARENTING AND FAMILIES

120 families were provided support to help build new friendships and stronger links with their community.

21 Skilled Migrants were supported to gain employment, work experiences and mentoring opportunities commensurate with their qualifications, skills and experience as a result of their participation in the global workforce program.

420 New Migrants were provided with a range of settlement support services to better understand the Australian culture and become active members of their community.

EARLY YEARS AND YOUTH

982 children were provided 280,615 HOURS of education and care to enable families to participate in the community by way of work, study or sport.

1,158 young people were engaged in sport recreation, increasing participation rates in disadvantaged community projects.

1,354 children with high support needs were assisted to be included into their early childhood and child care services program.
Communicare’s Children’s Contact Service assists separated parents who are experiencing conflict or difficulties with contact arrangement issues. My role is to ensure the safety and wellbeing of the child during contact visits or changeovers and to help build relationships in a fun and positive environment.

Rhian Roberts
Coordinator Children’s Contact Service
Communicare’s Employment Services supports jobseekers to access employment, education and training. Over the past year we aimed to achieve economic inclusion for all participants across our four employment programs including Transition to Work; Work for the Dole; jobactive and ParentsNext. These programs enabled clients to reach their employment goals, whilst providing employers with effective solutions for their recruitment needs.

KEY FOCUS AREAS IN 2017-18
During this financial year, our key areas of focus have been:

- Continuing to improve outcomes for jobseekers with a service delivery system that is responsive, high performing and collaborative. We will continue to focus on service delivery improvements over the next financial year.

- Increasing our collaboration and relationship building with partners, key stakeholders and participants to capture and act on feedback and build mutually beneficial opportunities.

- Embedding integration and collaboration practices to assist Employment Consultants across multiple sites to facilitate group interactions and better develop a job seeker’s skills to successfully secure sustainable employment.

CHALLENGES OVERCOME IN 2017-18
Growth within the business presented a challenge for Employment Services due to staff being successful in recruitment opportunities within new programs. Whilst this presented a challenge, we recruited skilled people for Transition to Work and ParentsNext programs enhancing our diversity and best practice within each team. To inform the best placement of our people, special consideration was given to local community demographics.

ACHIEVEMENT HIGHLIGHTS IN 2017-18
We have achieved many highlights this financial year. Most notably these have included:

- Our successful tendering of ParentsNext: a pre-employment program aimed to assist parents with young children to identify and reach their education and employment goals. The service was officially launched by Senator Michaelia Cash, Minister for Small and Family Business Skills and Vocational Education on 13 April 2018.

- Introduction of new positions within our jobactive structure, including Manager Employer Relationships and Employer Relationship Consultants at each site to embed a stronger focus on engaging and maintaining sustainable employer relationships.

- Improvement to our job club facilities at each jobactive site including new computers and system connectivity.

- Redesign of our job club training materials to improve employment skills learning outcomes.

- In 2017 the opening of three new office spaces in Mirrabooka, Fremantle and West Perth to support our ongoing commitment to tackling increasing levels of unemployment within these areas.

- Our inaugural art exhibition in March 2018 held at YMCA HQ Art Gallery in Leederville, showcased a variety of work produced by Work for the Dole participants to raise awareness of mental health issues.

- Successful recruitment and training of new staff into Transition to Work and ParentsNext programs and implementation of the Outcomes Star assessment tool across our services.

OPPORTUNITIES FOR 2018-19
In the next financial year, Employment Services will continue to enhance service delivery across each program area. We are committed to improving how we incorporate input from service users to inform our program design and delivery. A review of this process will take place early next year to enable job seekers to provide feedback to better inform the future of our Employment programs. We will continue to improve our overall performance and customer service delivery to increase our quarterly performance ratings for each site.
Being involved with Work for the Dole program Adelaide Street Art and Design has been a great experience for me. Seeing people like Melinda discover her artistic capabilities has been fantastic. Most people don’t get a chance to be artistic in their adult lives. This program gives people an opportunity to be creative, be inspired and inspire others.

“Being involved with Work for the Dole program Adelaide Street Art and Design has been a great experience for me. Seeing people like Melinda discover her artistic capabilities has been fantastic. Most people don’t get a chance to be artistic in their adult lives. This program gives people an opportunity to be creative, be inspired and inspire others.”

Melinda Adlide

“Work for the Dole

Melinda was referred to Adelaide Street Art and Design when the program first started in June 2018. Tasked with creating children’s books for early learning childhood studies she was excited about the prospect. Melinda knew her strengths and her weaknesses and thought that she would not be able to grasp the graphic design parts of the program. This was not the case. Melinda quickly learnt how to use the computers to draw and design. Throughout the program she displayed keen attention to detail and produced beautiful works of art. Though Melinda didn’t think she had any talent, it was clear for everyone to see she was quite an artist.”

Ton Phonsaen

Project Supervisor
Work for the Dole

Image Above: Melinda Adlide, Work for the Dole Fremantle.
XLR8 is one of Communicare’s Alternative Education Programs working with disengaged adolescents who are 16 - 18 years old and educationally at-risk. The students I work with inspire me every day. It’s their willingness to try new things they find challenging and their determination to re-engage with everyday life. Whether it be going back to school, a training course or finding employment.

Patricia Horsham
Teacher, Literacy and Numeracy
CREEATING **OPPORTUNITIES**

Over the past 12 months our Education Services continued to deliver innovative education, training and professional development opportunities for young students. In June 2018 Education Services expanded to include the Alternative Education Program to align with the Communicare Academy and Communicare Training Institute.

**KEY FOCUS AREAS IN 2017-18**

With educational excellence at the core of all our Education Services programs, our focus over the past 12 months has been on progressing a range of business improvements. These included:

- Increasing family engagement with the Communicare Academy through implementing a co-design approach to strengthening family connections to a student’s learning journey.
- The Communicare Academy strengthening Science, Technology, Engineering and Mathematics (STEM) student pathways to include Robotics, Coding and IT subjects improving our student’s employability skills and opportunities.
- Re-launching our Communicare Training Institute in June 2018 with a contemporary external facing learning kiosk, to improve our online student’s learning experience.

**CHALLENGES OVERCOME IN 2017-18**

This year, the Communicare Academy focused on addressing mental health and wellbeing issues. With input from students, families and teachers, we developed a Wellbeing Program to help our students build self-awareness around their own mental health and wellbeing. We also partnered with MindMatters who delivered specialist training to teaching and educational support staff, enhancing our wellbeing curriculum.

**ACHIEVEMENT HIGHLIGHTS IN 2017-18**

Our highlights this year include:

- The Communicare Academy was officially accredited as a White Ribbon School on 28 March 2018. The announcement saw the close of a two-year journey embedding White Ribbon learnings within the school curriculum reinforcing healthy relationships and violence prevention.
- Successfully trialling our participation in the Scouts in Schools pilot program through Scouts WA. As part of the Communicare Academy’s Venturer Scout Unit students attended a three-day camp in Albany in Term 2, completing their first badge, and are now working towards their Venturer Award.
- In May 2018 we welcomed our successful tender for the Alternative Education Program, funded by the Department of Education. Starting in June 2018 the program is delivered across the Perth Metropolitan area from five sites. It provides Year 11 and 12 students at severe educational risk, opportunities to improve their literacy, life and employability skills and help break the cycle of disengagement.

**OPPORTUNITIES FOR 2018-19**

Over the next 12 months, the Communicare Academy will re-visit our culture and vision shaped by the 2018-2021 Strategic Plan. New focus and priority areas will be explored to ensure the Communicare Academy continues to deliver an inclusive and holistic learning and teaching environment for all students.

In the new financial year, we will focus on growing our corporate training capability under our Communicare Training Services function. Identifying new opportunities such as developing a range of non-accredited training courses targeting Community Service organisations, smaller not-for-profits and existing clients. We will also continue to deliver our approved supervisor training and Masterclasses beyond 2019 with approval from the Psychology Board of Australia.

**AVERAGE NUMBER OF ENROLMENTS IN 2017**

YEAR 11: 18.07%
YEAR 7: 7.23%
YEAR 10: 39.75%
YEAR 9: 18.08%
YEAR 8: 9.64%
YEAR 12: 7.23%

*Maximum enrolment capacity for the Communicare Academy is 92 students.

**2017 STUDENT AWARDS**

25 Certificates in General Education for Adults
4 Certificates in Hospitality
6 Bronze level Duke of Edinburgh Awards
8 State of Attainments (7 General Educational and 1 Hospitality)

**2017 POST SCHOOL DESTINATIONS**

10 School Leavers
6x Year 12s and 4x Year 11s
3 Students Secured Employment
7 Students Applying for Additional Vocational Studies
1 Participating in Professional Sport

**AVERAGE ATTENDANCE RATE ACHIEVED IN 2017**

75%

*2017 refers to the January to December school year.*
“I never used to be a very sociable person. Joining scouts has helped me build relationships with my peers and to try new things.”

Lucy Downey

Scouting has given me so many amazing experiences in my life and so when the opportunity arose to incorporate the Scouting program into the Academy’s curriculum I jumped at the chance. It has been fantastic to see so many students commit to the program and work together to achieve goals and overcome barriers.

Rebecca Morse
Curriculum Leader
The Communicare Academy

SCOUTING IN SCHOOLS

Scouts WA approached the Communicare Academy in 2017 to start a Venturer Scout Unit as part of the Scouting in Schools Pilot Program. By introducing a Venturer Unit, the Communicare Academy could give students access to the Scouts WA program along with many leadership development and social opportunities. Fifteen Communicare Academy students signed up at the start of 2018 and we have a thriving unit of passionate students. In March 2018 the students completed their Venturing Skills Badge during a camp in Albany. As part of the camp the students hiked a section of the Bibbulmun Track and worked together on other team activities. For many this camp, in a faraway location, was a huge challenge but the students pushed themselves and overcame their fears to have an amazing time. We are looking forward to more Scouting activities in the future and hopefully we will complete our Venturer Award!
OUR FINANCIALS

The total income for 2017-18 is $30,815,473 which is a $569,933 increase (2%) on the previous year. Whilst the income generated from service delivery programs was similar to that of FY16-17, the income from fundraising and investment activities more than doubled in 2017-18 with $275,679 generated.

The net operating surplus for the year is $1,898,391 compared to $1,245,123 which was generated in 2016-17.

Overall cash and cash equivalents has decreased from $8,129,894 at the end of FY2016-17 to $6,945,377, largely due to the decision to invest $2,000,000 of the cash holdings into a balanced, ethical investment portfolio.

WHAT WE EARNED

Total Revenue: $30,815,473

WHAT WE OWN

Total Assets: $23,713,571

WHAT WE OWE

Total Liabilities: $4,899,044
TOGETHER, WE ARE CREATING FUTURES

Thank you to all of the compassionate individuals, companies, government departments and foundations who gave to the vulnerable people we served this past year. Thank you for caring and being a part of the amazing work that we do in the community. We are forever grateful.
OUR LEADERSHIP

OUR BOARD OF MANAGEMENT

Corporate governance and performance is the responsibility of our Board of Management. Led by our Chairperson, our Board delegates responsibility for our daily operations to our CEO who, together with our Executive Team work towards meeting our strategic priorities. Our Board of Management volunteer their skills, expertise and time to ensure we create better futures for the people we serve.

The Hon. Jim McGinty MLA
Chairperson
Commenced April 2018

Shelena Serrano
Vice Chairperson
Appointed 2015
Board Member since 2011

Rod Van
Treasurer Appointed 2018
Board Member since June 2018
Board Member since 2015

Glaucia Hyland
Secretary Appointed 2016
Board Member since 2015

Tania Jeyamohan
Board Member since 2012

Patrick Dumbell
Board Member since 2015

Brendan Hodge
Board Member since 2015

Ben Wyatt MLA
Our Patron
Patron since 2007

Shelena Serrano
Vice Chairperson
Appointed 2015
Board Member since 2011

Rod Van
Treasurer Appointed 2018
Board Member since June 2018
Board Member since 2015

Glaucia Hyland
Secretary Appointed 2016
Board Member since 2015

Tania Jeyamohan
Board Member since 2012

Patrick Dumbell
Board Member since 2015

OUR EXECUTIVE TEAM

Led by our Chief Executive Officer, Melissa Perry, our Executive Team are an experienced team of professionals. Working together to drive our performance in helping the most vulnerable people in our community. Leading the direction of each Directorate, our Executive Team inspire a daily commitment of our values and investment in our people.

Melissa Perry
Chief Executive Officer

David Cain
Executive Director
Service Delivery and Design

Mas Bianchi
Executive Director
People, Culture and Brand

Todd Ramsay
Director Finance
Comanned June 2018

Robyn Antenucci
Director, Children and Family Services
Comanned July 2018

Jason Burgess
Director, Business Intelligence and Growth

Mary-Rose Tomeo
Director, Community Safety and Wellbeing
Comanned November 2017

Mario Tufilli
Director Education Services
Comanned January 2018
Inside Cover: Ean Bolgia, Project Supervisor Work for the Dole is assisting a client during a computer skills class.