

## ANNUAL REPORT **2009/2010**



*Enriching people's lives    Enhancing regional communities*



Community **Solutions**



As a public benevolent institution, Community Solutions utilises a multi-faceted approach to support individuals, families and regional communities in need.

# introduction

Community Solutions is a unique, not for profit community service organisation, which recognises the significant and sustainable outcomes that can be achieved when the resources of communities, business, government and individuals are brought together to target issues of concern and opportunity in regional communities.

Together with Community Assets Australia Ltd, the Community Capital Foundation and Community Employment Options Inc; Community Solutions Inc forms part of the Community Solutions Group.

The Community Solutions Group specialises in the provision of innovative services and essential community assets to individuals and regional communities which are disadvantaged and require benevolent relief.

With a sound governance model, professional management team and highly-skilled staff, the Community Solutions Group provides an ideal vehicle for government departments, local councils, corporations, other service organisations and local businesses to work together with regional communities to create sustainable benefits for individuals, families and other target groups.

This Report details the specific activities of Community Solutions Inc during 2009/2010 and highlights the goals and recent achievements of the other entities within the Group, including the 2009/2010 merging of Community Solutions Inc and Community Employment Options Inc, which culminated in a celebration of 20 years of service for Community Employment Options Inc.

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## our vision

*Enriching people's lives – enhancing regional communities.*

We work towards fulfilling our vision with the objective of providing direct relief to people experiencing poverty, sickness, suffering, distress, misfortune, disability or helplessness.

## our values

Our values provide a touchstone against which individual, team and organisational behaviour can be measured. We value:

- Honesty and integrity
- Professionalism and performance
- Responsibility and accountability
- Loyalty and commitment
- Motivation and adaptability
- Diversity and inclusiveness
- Supportive teams and a healthy workplace
- Community engagement and individual participation

## our logo



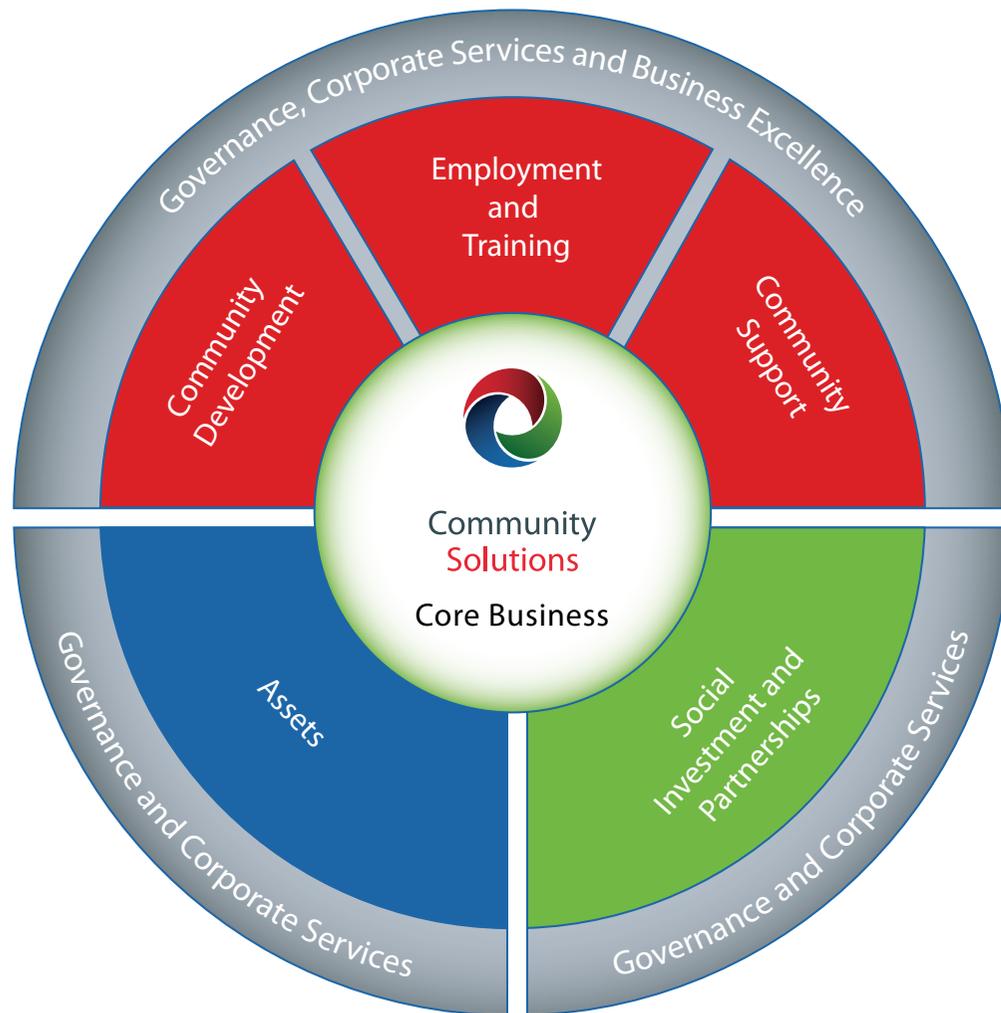
The crescents of the logo symbolise the respective aspects of the organisation:

**red** – ‘Services’

**blue** – ‘Assets’

**green** – ‘Social Investment’

The symbol can also be seen as three interlocking Cs, the initial letters in the strapline;  
***Creating Community Capital.***



## our core business

The agreed core business of Community Solutions is:

*"...creating community capital via the delivery of quality, diversified and synergistic services, essential community assets and the fostering of productive partnerships and social investment in regional communities."*

The key services currently being driven by the Board and developed and delivered by management and staff are:

**Employment and Training**

**Community Support,** and

**Community Development.**

Our core business addresses the charter and objects of a public benevolent institution - delivering quality services directly to people with high needs and significant disadvantage.

# the community solutions group



Community **Solutions**

Community Solutions Inc, established in 1997, is a Queensland-based, not-for-profit organisation and registered charity, providing high quality, diversified services in regional communities. In 2009/2010 Community Solutions Inc merged with Community Employment Options Inc to expand the Group's geographic reach and service offerings. Key service areas include Employment and Training, Community Support and Community Development. ABN: 47 209 006 415 DGR: Yes



Community **Assets**

Community Assets Australia Ltd is a company limited by guarantee, with the sole shareholder being Community Solutions Inc. Community Assets operates as a special purpose entity to develop and manage community assets including property, buildings, fleet and equipment to support the service delivery of Community Solutions and provide additional resources in regional communities. ABN: 86 127 197 308



Community **Capital Foundation**

Community Capital Foundation is a registered charity that facilitates social investment programs with corporate, philanthropic and individual partners who have a specific interest in the development of individuals, families and communities in regional areas throughout Australia. ABN: 51 506 957 896 DGR: Yes

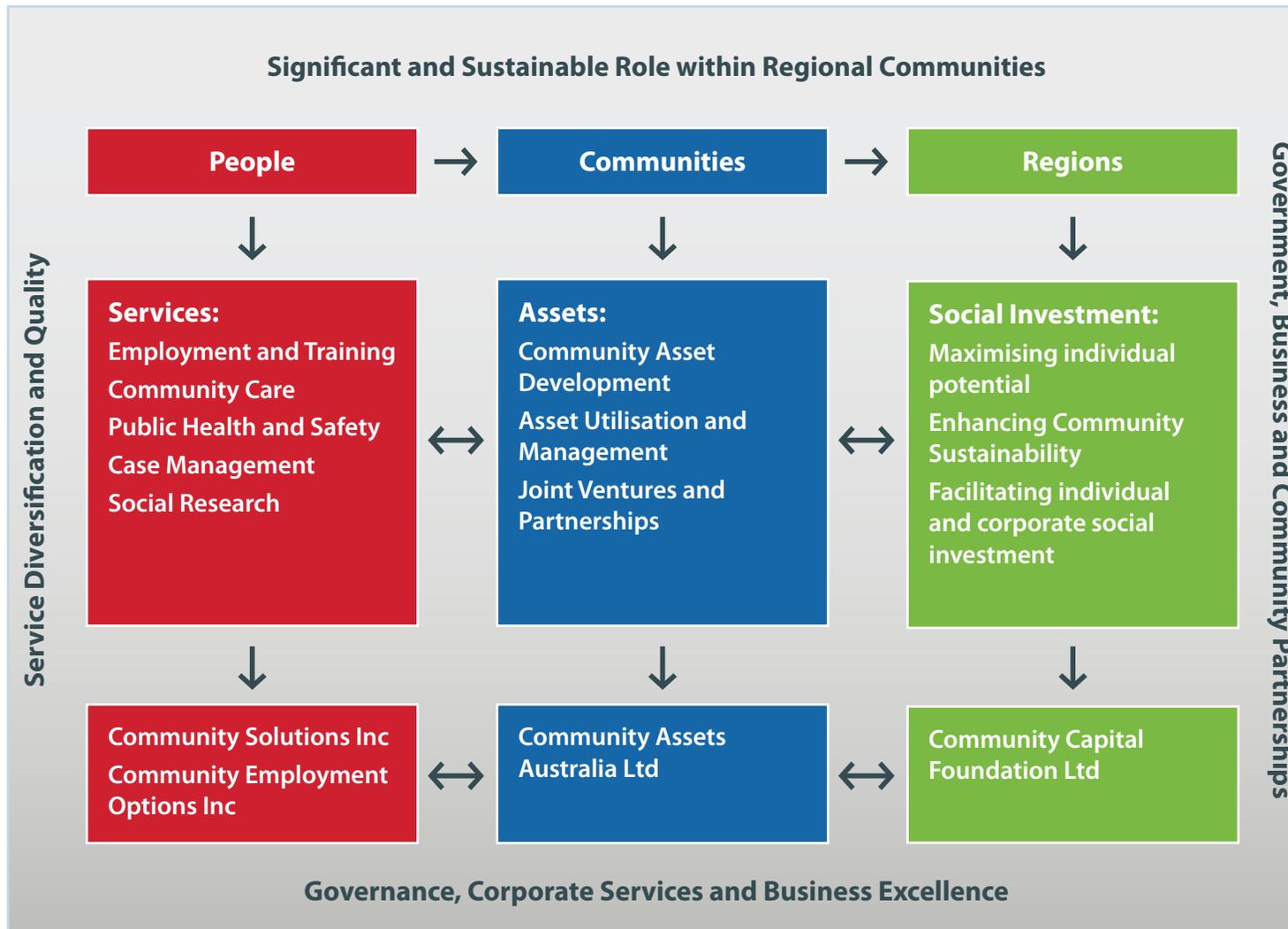


Community Employment Options Inc

*equal access*

Community Employment Options Inc is a respected and long-serving provider of disability employment services in the Central Queensland and Wide Bay regions. The Community Solutions Group was created as a result of a merger in 2009/2010 between Community Employment Options Inc and Community Solutions Inc. ABN: 84 995 508 638 DGR: Yes

# organisational model



# chairperson's report



In 2009/2010 we significantly expanded and diversified our services and increased our turnover. We now employ some 250+ team members operating from 18 sites across Queensland.

What a year! It seems unbelievable that so many things can happen in just 12 months. We've now had another year to grow accustomed to the new Community Solutions Group and I believe we are going from strength to strength.

The merger process has seen contracts and team members transferred from Community Employment Options Inc (CEO) to Community Solutions Inc, with only Coastal Recovery remaining with CEO.

In 2009/2010 we significantly expanded and diversified our services and increased our turnover. We now employ 250+ team members operating from 18 sites across regional Queensland. Community Solutions Inc also formed a service partnership with integratedliving Australia Ltd; to jointly diversify into aged and home care services in Queensland. This venture has been very successful and we now provide aged and home care services from four of our sites.

Earlier this year I was pleased to be a part of the "*Designing Our Future... Together*" workshops, facilitated by external consultant Nigel Tanner. These workshops brought all of our Team Leaders and Executive Team together to reflect on our collective strengths and challenges. It was tremendous to hear our team members speak with passion and enjoyment about their role with Community Solutions and their positive approach to creating our future together.

Our organisation needs to be able to adapt to survive, and indeed thrive, in a competitive and dynamic environment. To effectively implement our diversified service, asset and partnership strategy to support regional communities, our organisation needs to be able to accommodate ongoing growth, development and change as we identify potential opportunities and risks.

Whilst we are excited about what we can achieve in the future, it remains important that we continue to

deliver our core services to people in need. It is also vitally important that we recognise, acknowledge and thank all of our team for their efforts and enthusiasm during the year.

I can assure staff and stakeholders that the Board will continue to work for the organisation and drive forward with our Strategic Plan. We have implemented a Board review process, which will ensure we continue to learn and improve. Financially, we are in a very sound position, which our Treasurer will confirm in his report.

Looking forward, Community Solutions Inc has an exciting future. We have an assets strategy and a Foundation, which we hope will deliver good outcomes for our communities. We have a Strategic Plan for the next five years - providing direction together with some "fix, fill and find" tasks. Our quality systems (including web-based information management systems iKey and eKey) will continue to ensure we strive to be

"best practice" in our policies and processes.

On a personal note, thanks to fellow Board members Eric Moes, Paul Kusy, Tony McFadden and David Curd for your support and efforts during the year. I'd also like to thank David and his Executive Team - Peter Callaghan, Pat Burke and new members Natasha Read and Steven Dixon - for their support and dedication to the Community Solutions Group.

**Ian Coombe**  
Chair

In the past year, the Community Solutions Group has evolved to form a dynamic, innovative and contemporary service, asset and partnership development platform that can provide a profound response to the needs and opportunities identified in regional communities, particularly for individuals and families who face significant disadvantage.

This report details the objectives, achievements and aspirations of the Community Solutions Group, which emerged from the successful merger of two respected regional service organisations - Community Solutions Inc and Community Employment Options Inc. These two service entities are complemented by Community Assets Australia Ltd and the Community Capital Foundation Ltd, which combined, form the Community Solutions Group.

The merger between these regionally-based service organisations was instigated by their respective Board and Management in response to the increasing consolidation within the community service sector, and more importantly, to better serve the holistic needs of our clients and the regional communities in which we operate.

In the past year, the Community Solutions Group has evolved to form a dynamic, innovative and contemporary service, asset and partnership development platform that can provide a profound response to the needs and opportunities identified in regional communities, particularly for individuals and families who face significant disadvantage. With

specific purpose legal entities to deliver services, develop essential community assets and facilitate partnerships between community, business and private individuals, the Community Solutions Group is well placed to play a leading role in "creating community capital" and fulfilling our vision of "Enriching people's lives - enhancing regional communities".

The following summary outlines our achievements to date and our collective aspirations for the future.

### Good Governance

The Board of the Community Solutions Group provides sound and prudent governance over four legal entities utilising the professional skills, experience and networks of our Directors. The Board is supported by a highly skilled and committed Executive, Management and Leadership Team. During 2010/2011, the Board will undertake a comprehensive internal audit and external benchmarking process to determine the skill sets, governance and risk management processes required to underpin a multi-entity, diversified service and asset development group. Clear objectives will be articulated via the Strategic Plan and this will serve as a blueprint and guiding

framework for business, service and operational planning.

### Good People – Team ComSol

With 250+ staff living and working in regional communities, Community Solutions recognises the importance of developing and supporting a quality team who share a common commitment to supporting individuals, families and communities. The concept of "Team ComSol" is based on the premise that, despite our increasing scale of operation and expanding geography, we choose to operate with a shared vision and as one organisation. Our people understand and engage with their local communities and play a part in contributing to our service synergies, partnerships and growth initiatives. Building on this cultural strength will be an exciting and significant objective for the years ahead as it is, and will continue to be, a defining feature of our organisation.

### Service Diversification

The provision of diversified services ensures that our clients, their families and the regional communities in which they live can benefit from services and

resources that provide a holistic response to complex needs. The key areas of service delivery currently include *Employment and Training*, *Community Support (case management, aged care and mental health)* and *Community Development (public health and safety, research and evaluation)*. Further service diversification is actively sought; particularly in areas where there are natural synergies with current services. Youth, mental health, seniors and social enterprise are priority areas for further service growth and partnership.

**Employment and Training** - In 2009/2010, we undertook a significant expansion of our training services via the Productivity Placements Program (PPP), which provides accredited training and industry experience for participants seeking to work in the Aged Care, Community Services, Business and Retail sectors. This expansion of training services has occurred from the Sunshine Coast through to Wide Bay, Central Queensland and more recently North Queensland, with the commencement of training services in Townsville. Whilst the training is of a high quality with a practical industry focus, our key objective is assisting training participants to achieve

## managing director's report



employment in their chosen sector. This primary outcome has been a positive feature of our training services. We are also looking to expand our Disability Employment Service (DES) into new communities and build on the Jobs Service Australia (JSA) services currently provided in Wide Bay and North Queensland.

**Community Support** – The provision of quality case management services for young people and individuals dealing with a mental illness remains a key component of our community support services. Mental health is recognised as a national priority and is a fundamental health issue that has relevance across all social services. Whilst we currently provide specific mental health services in the Wide Bay and Gladstone regions, it is our intent to play a greater role in ensuring that individuals and families, particularly in rural, remote and regional communities, can access the services and support they need.

The provision of adequate, quality aged and home care services in regional communities is emerging as a critical issue that will determine whether people can receive the care they need and, where possible and appropriate, remain in their homes with family. With our experienced service partner, integratedliving Australia Ltd, we are committed to supporting our clients and their families to access vital care and support.

**Community Development** – Healthy and thriving communities require projects and services that

not only respond to identified needs, but also enhance their physical amenity and community capacity. A point of difference for Community Solutions is our ability to develop and implement innovative projects and services to improve public safety (Street Angels), engage seniors (Generations Connect, I Remember, Grandparents as Parents) and create community spirit and sustainability (Sunset Markets and Community Gardens). These initiatives will be continued and expanded in the future.

### Quality, Compliance and Accountability

As a public benevolent organisation and provider of government funded services, Community Solutions recognises the critical need and responsibility to operate in a compliant, transparent and accountable manner. A comprehensive governance, compliance, risk, policy, service improvement and contract management system is being developed and integrated across all areas of our operation. This quality system will ensure ongoing compliance and service improvement to underpin future growth.

### Community Asset Development

Our commitment to contribute to the development of essential community assets in regional communities has evolved and will expand further in coming years. The *Sunshine Coast Community Capital*

*Centre* has continued to expand its range of activities. Additional services are now being offered from the centre and the future Sunset Markets and Community Gardens will demonstrate that a Community Capital Centre can be a “hub and catalyst” for activity and services seven days a week; not just during the working hours of Monday to Friday. Expansion of the current Maryborough Community Capital Centre is being considered and future Community Capital Centres are proposed for Hervey Bay, Airlie Beach/Cannonvale and Mackay – each with their own unique features relative to the needs and opportunities within each of these communities.

### Partnership Development

Central to our strategy is the facilitation of partnerships in a range of forms, including service and community partnerships along with amalgamations, joint ventures and mergers. This commitment to partnerships recognises that service synergies, effectiveness, efficiency and collaboration offer individuals and communities with comprehensive support and additional opportunities.

### Community Capital Foundation

Our commitment to “making a difference” in the regional communities in which we live and operate is realised through the funding and operation of our recently established *Community Capital Foundation*. The Foundation

aims to fill critical service gaps, create opportunities for individuals to explore their potential and for communities to further develop their capacity. Community Solutions has and will continue to commit a significant percentage of our annual proceeds to match external contributions in order to support Foundation initiatives.

### Future Growth and Development

Community Solutions has a clear focus on making a positive contribution to the capacity of individuals, families and regional communities. With a unique service, asset and partnership platform, sound governance and a tremendous team, our organisation is strategically poised to develop our existing services, diversify into new service areas (organically or via partnerships) and expand our geographic reach. Much has been achieved to date, but there is great potential in the future to make a real and sustainable difference within regional communities.

Many thanks to our tremendous Directors, managers, staff, volunteers and partners, who have made a valued contribution to our achievements to date and will be very much a part of the Community Solutions story as it unfolds in the future.

**David Curd**  
Managing Director



## The 2009/2010 reporting year saw much growth in our Disability Employment Services, Job Services Australia, Training Services and related programs.

Our first 12 months as the Community Solutions Inc Employment and Training Division has delivered a solid base to grow and develop our future.

The Employment and Training Division commenced when a merger agreement was signed between the Boards of Community Employment Options Inc and Community Solutions Inc to form the new Community Solutions Inc.

### Services

The division provided services to nearly 6,000 participants, assisted 1,551 participants into jobs, generated over \$14.2 million, operated from 18 regional sites and employed 125 full time staff.

Job Services Australia (JSA) commenced in July 2009 and replaced seven previous programs including the Job Network. JSA is intended to be more flexible and focused at meeting the individual needs of job seekers and employers.

The Disability Employment Network (DEN) program was rolled over into the Disability Employment Services (DES) program. DES commenced in March 2010 and now provides services under two sub-programs; Employment Support Services (ESS) and Disability Management Services (DMS).

Training Services provide a range of innovative programs including Productivity Places Program (PPP),

Skilling Queenslanders for Work Programs (including Get Set For Work), ACCESS, Green Army, Green Force and Civiskills in partnership with two Registered Training Organisations in Queensland.

Coastal Recovery is best described as a social enterprise that provides employment opportunities for individuals, particularly those with a disability or other barrier. This year, the enterprise employed 24 staff and gained a net 5% return.

### Participants

Many stories of participant success have resulted from our service activities. Positive feedback was formalised by 16 participants this year and we were pleased to also receive 25 participant complaints. In all cases the complaints were resolved and positive feedback was acknowledged.

Our complaints arrangements were changed this year too. The new position of "Community Relations Advocate and Complaints Contact" has been created for the organisation and Des Ryan has been appointed to this position. The new position will relate, initially, to the Disability Employment Services and over time, will be extended to the wider division and organisation.

In the past, Phil West performed the role of Client Representative on the Community Employment Options Inc Board. I thank Phil for his years of dedicated service to advancing the

lives of people with a disability.

### Staff

The new Community Solutions has developed the base of a truly great staff who share a strong commitment to achieving success for the people with whom we work. This year, we commenced planning for staff training and development activities - implementing an Employee Assistance Program for all staff, together with a Peer Support Program for staff members working with high needs participants.

We look forward to engaging further with our people through training, development and consultation. I thank our people for their tireless efforts and wonderful results.

### Community Employment Options Inc

The 2009/2010 reporting period has been the most interesting year in the life of Community Employment Options Inc. The entity celebrated 20 years of operation, won JSA and DES contracts and merged to create the new Community Solutions Inc.

Community Employment Options Inc continued to provide DEN, DES, NDCO and Coastal Recovery programs and generated income of \$5,514,635. All staff and contracts transitioned to the new Community Solutions Inc with the exception of Coastal Recovery.

### Strategy, structures and systems

In 2009/2010, we invested heavily in redeveloping the strategies, systems, policy/procedures framework and structures to meet the future needs of the organisation. In the Employment and Training Division, most of the investment was focused on 'bedding-in' the business growth we experienced through the year.

### Future

I am excited about the future prospects for the new Community Solutions Inc as we grow and develop; building from our broad base of participants, staff, systems and programs.

During 2010/2011, our focus will be the 'sustainability' of the division through strengthening our program base, training and developing staff and building systems to enable us to best assist the individuals and communities we seek to support.

**Peter Callaghan**

**Group Executive Manager,  
Employment and Training**



## executive reports



# executive reports



To support the organisation and those within it, a number of key initiatives were introduced this year to underpin the current and future growth. Together, our Board, staff and management are working to *Design Our Future*.

This financial year has been one of transformation, growth and reflection for Community Solutions. During 2009/2010, much consideration has been given to what has been in the past and what is to come in the future.

Starting the year, the amalgamation of Community Employment Options Inc and Community Solutions Inc saw approximately 138 employees come together to create a dynamic new organisation. The new Community Solutions of 2009 paid homage to the rich and successful history of both merger organisations and acknowledged

the value that each entity held. Together, we looked to the future and what could be created. During 2009/2010, the number of staff quickly rose to 170 (full time equivalents), with an increase in services requiring additional employees to deliver expanded outcomes.

To support the organisation and those within it, a number of key initiatives were introduced to underpin the current and future growth. One of the most significant of these initiatives was the development and implementation of the *Community Solutions*

*Collective Agreement*. This industrial framework will enable Community Solutions to remain adaptable, whilst providing a clear platform from which its team can operate.

Having acknowledged the challenging environment in which we operate, a number of key initiatives have been introduced to provide further support to team members. In particular, an *Employee Assistance Program*, accessible by all staff and immediate family members, together with a *Peer Support Program* for staff members working with high need participants, have been

implemented.

During this period of extensive change and growth, 2009/2010 saw Community Solutions consolidate the journey to date and lay the foundations for future planning. From this strong base, we will turn an eye to our strategy, and draw on our collective experience and knowledge to "Design Our Future".

**Natasha Read**

**Group Executive Manager**

Partnership, in its various forms, and new programs during recent years have allowed the Community Solutions Group to plan, operate and succeed in a complex environment.

As a result, I have been appointed to work outside day to day operations with a focus on Business Development and Partnerships.

The strength of our governance, dedication of our Board and capacity of our team have provided a solid base upon which we have developed effective risk management and IT platforms. This has a major impact on our ability to meet increasing compliance standards and places us in a strong

position to attract complementary services to support our programs. Growth is as much about consolidating current programs and funding arrangements as it is about identifying new opportunities.

With "our house" in good order, we are in a strong position to identify other providers who are finding compliance more difficult. We can build on existing relationships by formalising partnerships and, where appropriate, merging to extend

services in our primary regional footprint.

The challenge of growth will be met at two levels. The organisation, through its management, will continue to combine the resources of Government, business and community sectors. Additionally, each of our 250+ staff will play an integral role in the identification and facilitation of partnership and service opportunities. After all, our people are dealing in the front line

of service delivery at every level of our organisation.

What we all have in common is a shared commitment to the creation of community capital within our regional communities.

**Steve Dixon**

**Group Executive - Business Development and Partnerships**

This year, Corporate Services continued to build on the foundations laid, with respect to both infrastructure and the appointment of staff to new, key positions. Our primary focus is to underpin the delivery of quality services for our clients and our communities.

These changes have enabled us to better support our service staff as they undertake a myriad of programs predominantly designed to provide benevolent relief in the regional communities in which we operate. Some of the highlights for the year include:

## New Positions

### Group Operations Manager

Luke Fitzpatrick was promoted to this position in June 2010, after commencing with the organisation as the Maryborough Site Coordinator in August 2009. This role oversees all non-service related activities in our sites, including premises, fleet, ICT and administration services and staff. This role also has responsibility for managing the organisation's Workplace Health and Safety (WH&S) policy, procedures and staff. Luke has great support teams in the sites and, with their support, is working towards embedding a reliable and consistent service support and safety culture within the organisation.

### Group ICT Coordinator

Stuart Pinchen joined Community Solutions in May 2010, after working in the Hunter Valley for

our Community Care service partner Integrated Living Australia Ltd. Stuart has quickly settled into the role of coordinating and managing all ICT assets within the organisation. He has developed a sound relationship with our staff and major ICT partners; Telstra, Mango4, Toshiba and Camelon. The ICT platform is almost finalised and Stuart's next challenge is to ensure our staff are equipped to utilise its functionality and that it operates in silent running mode, with maximum uptime and minimal disruption to service delivery.

### Group Accountant

Beth Miller commenced with Community Solutions in March 2010. This role assumes responsibility for the Corporate Services teams and functions in our Rockhampton and Sunshine Coast offices including payroll, accounts, banking and management reporting. Beth's first task was to upgrade and oversee our payroll and accounting software. With this completed, Beth and her team are now well placed to enhance the support required by our service based staff and the format and timeliness of our management and statutory financial reports.

## Workplace Health and Safety (WH&S)

Our WH&S structure, procedures and awareness gathered momentum during 2009/2010 and we now have in place two WH&S Coordinators (Ted White and Don McCall). Ted and Don not only train and educate our staff, but also conduct audits and electrical testing and tagging in all of our workplaces. They are supported by our elected WH&S site representatives, who provide staff with a first point of contact for any concerns and are our WH&S "ears and eyes" on the ground. With the introduction of the iKey incident management system in 2010/2011, this will further enhance our ability to proactively manage current and potential incidents.

## Information Communication Technology (ICT) Platform

All ICT systems and hardware were upgraded during 2009/2010. Upgrades included new servers in all of our major sites, which now operate as hubs for the smaller sites and as a backup for all other sites. This redundancy is vital during

power failures or other unforeseen incidents to ensure our staff can continue to service clients.

We also now operate Telstra TIPT telephony (VOIP) in six of our larger sites, which is not only very cost effective, but also enables direct extension to extension dialling between offices. In the future this will provide the opportunity for video conferencing and integration with other standard Microsoft communication products. We also now have over 100 training laptops in the field, which are used to deliver a variety of courses throughout our sites.

With sound systems, good people and a robust structure, Corporate Services is now well placed to support our staff to deliver services and programs in the regional communities in which we operate.

### Pat Burke

### Group Executive Manager - Corporate Services



# executive reports





employment and training  
community support – case management  
community support – community care  
community development

## our services

our services support individuals and families in need  
and assist them to realise their full potential

## employment and training

*“More than 3,100 people received employment support through our JSA sites during 2009/2010, with 678 placed into sustainable employment.”*

### Job Services Australia

In July 2009, Community Solutions commenced delivery of **Job Services Australia** (JSA) contracts in the Mackay and Fraser Coast Employment Service Areas, as a member and subcontractor for Job Futures Ltd.

The addition of these contracts has resulted in the provision of full time employment services from our offices in Hervey Bay, Maryborough, Gayndah, Mackay North, Mackay South, Airlie Beach, Proserpine and Bowen as well as outreach centres in Sarina, Collinsville and Dysart.

JSA provides federally-funded support to assist the long-term unemployed in returning to the workforce through strategies including work experience, training, targeted job search support and case management.

Throughout the year, JSA has linked with other training and employment programs offered by Community Solutions, including the Productivity Places Program (PPP), Green Army and Employment Pathways Program, to provide greater opportunities and options to the jobseekers accessing our services.

More than 3,100 people received employment support through our JSA sites during 2009/2010, with 678 placed into sustainable employment.



As a highly respected not-for-profit organisation, Job Futures Ltd provides a quality contract and service model combining national coverage with local expertise. Key details include:

- 39 community service members throughout Australia, with services delivered at 160 locations
- More than \$50 million per annum in national service contracts
- Supporting 21,500 clients via the Jobs Australia Service contract
- Performing among the top five large national contractors for Jobs Services Australia
- Supporting approximately 2,000 clients via the Disability Employment Services contract

### Productivity Places Program

This financial year has seen the continued growth and success of the **Productivity Places Program**.

After securing 60 places through the Queensland Department of Employment, Economic Development and Innovation in January 2009, Community Solutions received a further 250 places in July 2009 and a further 150 places in February 2010. An estimated 800 additional places are to be awarded in the 2010/2011 financial year.

In addition, Community Solutions partnered with local Registered Training Organisation JobSmart and secured a further 400+ places. The program will deliver training between the Sunshine Coast and Bowen each year until December 2012 and provides vital links to our Job Services Australia service.

Through the provision of full training qualifications, the Productivity Places Program directly addresses current skills shortages in the national workforce.

Certificate level II and III courses in Aged Care, Community Services, Disability Services, Business and Retail have assisted unemployed job seekers over 15 years of age to not only return to the work force, but also undertake crucial working roles within their communities.

The provision of Aged Care, Community Services and Disability Services courses has enabled Community Solutions to establish a niche within the employment and training market and gain further recognition as a training provider.

The valued support of Bridgeworks throughout this project is acknowledged.



## Disability Employment Services

The *Disability Employment Services* (DES) program assists people living with a disability or disadvantage into employment by connecting them to a national network of specialist community and private organisations. The program is accessed by up to 900 people each year across Rockhampton, Yeppoon, Emerald, Gladstone, Biloela, Hervey Bay, Maryborough and Gayndah.

Under this program, Disability Management Services (DMS) provides support to jobseekers with a disability, injury or health condition and who are not expected to need long-term support in the workplace; while Employment Support Services (ESS) gives ongoing support to job seekers with a permanent disability.

Community Solutions provides Disability Employment Services in partnership with Job Futures Australia Ltd.



## National Disability Coordination Officer Program

The Australian Government's *National Disability Coordination Officer* program targets the barriers that people with a disability face in accessing and completing further education and training and subsequent employment. The program is available to Australian citizens between 14 and 64 years of age who have either a permanent or temporary disability.

A national network of NDCOs work within 31 regions across Australia, to improve the coordination and delivery of support services and help address barriers to employment. NDCOs make it easier to enrol or participate in post-school education and training as well as assisting to find employment.

Community Solutions delivers the NDCO program in Region 21; which covers Rockhampton, Yeppoon and Emerald in the north, and Gladstone, Bundaberg, Maryborough, Hervey Bay, Gympie, Kingaroy and surrounds in the south.



## employment and training

*“This year’s Abilities in Action event, held in Rockhampton, brought together community members, business owners and sporting personalities to celebrate the achievements and abilities of people with a disability.”*

## employment and training

*“... participants worked with the Whitsunday Regional Council in the wake of Cyclone Ului – assisting with the vital clean up along the foreshores in Cannonvale, Proserpine and Bowen.”*

### Employment Pathways Program

Through the **Employment Pathways Program**, mature-aged job seekers across Wide Bay, Whitsunday and the Sunshine Coast have received the skills and knowledge to re-enter the workforce after an extended break.

Based on individual needs, the program offers tailored pathways involving accredited training, job preparation support, paid work placements and links to local employers.

To date, 149 job seekers have been assisted with their quest to find employment, with 79 outcomes achieved.

As part of the Employment Pathways Program this year, Hervey Bay saw its first completion of a Green Army paid work placement. In partnership with Wide Bay Water, Community Solutions saw 23 people through a 22 week placement; planting, weeding, fertilising and pruning. Each participant also completed modules toward their Certificate II in Conservation and Land Management. Fifteen participants went on to gain employment and two went on to further their studies at university.

In the Whitsunday area, participants undertook similar Green Army placements. Here, participants worked with the Whitsunday Regional Council in the wake of Cyclone Ului – assisting with the vital clean up along the foreshores in Cannonvale, Proserpine and Bowen. This was a great experience for all involved.

Of further note has been the success in the Bundaberg region, where 38 of 50 Job Preparation and Short Computer Course participants have gained employment.

This year we have also enjoyed the opportunity to offer our Aged Care participants a 16 week paid work placement, with many workplaces indicating that they will offer employment to participants upon completion of their placement.



### Get Set for Work

A less formal learning environment can provide a practical solution for young people at risk of disengaging from schooling. Through involvement in outdoor, adventure based activities, it is possible to re-engage youths aged 15-19 years who are not connecting with standard classroom education.

From Hervey Bay to Mackay, the **Get Set For Work** program has assisted 170 participants to further develop their employability skills through the delivery of accredited and non-accredited training, case management and personal support, assistance with job applications, training support and employment advice and referrals.

Community Solutions continues to receive great support from the community, especially from our schools. This makes recruitment easier and helps us to support high quality participants. Recruitment will continue through a variety of means including networking with Job Networks, Centrelink, community organisations, neighbourhood centres, indigenous and Non-English Speaking Background (NESB) groups. One resource that has been of great benefit to the program is the ability to link participants in with the Productivity Places Program. This further enables the participants to gain accredited training in order to secure sustainable employment.



## Green Force North Burnett

Since February 2010, Community Solutions, in partnership with North Burnett Regional Council and the Department of Environment and Resource Management (DERM), has supported 10 people through a 21 week **Green Army** work placement. In addition to planting, weeding, fertilising and pruning, four of the participants installed a new walking track in Auburn National Park. Due to extremely bad weather, some of the participants were unable to see this project through to completion, but others were employed with the Council to continue with the project, which has provided participants with a great sense of accomplishment. As part of the program, each participant also completed modules toward a Certificate II in Conservation and Land Management. Upon completion of the project, seven employment outcomes had been achieved through the Green Army program.



## Green Army Sunshine Coast

The beautification of the Sunshine Coast formed the basis of the **Green Army** project during 2009 and 2010. In partnership with the Sunshine Coast Regional Council, the Community Solutions' project provided 20 participants with practical experience from environmental laboring roles through to carpentry, with the aim of conserving and restoring the natural environment, green spaces and recreational areas.

Completed in June 2010, this initiative formed part of the three year, State-funded project to provide 3,000 "green" jobs to re-start the economy.

Of the 20 participants, 13 obtained employment with five receiving contracts with the Sunshine Coast Regional Council. Another project is due to commence in 2011 across the region.



## employment and training

*"... combining hands-on work experience with accredited training and conservation of the environment."*

## employment and training

### Civiskills

*Civiskills* is an industry-focused labour market initiative aimed at assisting long-term unemployed jobseekers in Gladstone to gain employment.

Through a partnership between Community Solutions, Construction Skills Queensland, the Australian Government and Queensland TAFE, the program directly responds to the emerging labour and skill shortages within the civil construction industry.

Participants are supported to develop the necessary skills to compete for sustainable employment within the construction industry by undertaking Construction Industry Blue Card training, Certificate I Resource and Infrastructure Operations competencies, plant operation simulator training, six modules from Certificate II in Civil Construction and a two week industry placement with local employers.

The project is delivered in five intakes over a 12 month period. During the project, Community Solutions allocates a project coordinator/trainer to work intensively with the participants to address individual needs and barriers.

To date, 50 people in the Gladstone region have been supported with 36 permanent employment outcomes achieved. The Civiskills program will conclude in August 2010.



“Several of our programs provide a direct response to localised skills shortages.”

### Careers in Care

Through *Careers in Care*, 29 Sunshine Coast participants gained introductory training across the Aged, Disability and Child Care sectors during 2009/2010.

Designed to specifically address the critical shortage of trained staff working in the care industry, the program welcomed parents and carers, young people (aged 18-24), mature aged and under employed participants – all of whom were well placed to consider a ‘career in care’.

On completion of the program in December 2009, 25 participants had secured employment and a further four were undertaking continual training to improve their skills. Of the 29 recruited, all the participants engaged in further development.



## Australian Apprenticeships Access Program

The *Australian Apprenticeships Access Program* is a pre-vocational training, support and assistance program focusing on the business and retail industries. Participants receive modules towards a Certificate II level qualification in Business or Retail with an aim of obtaining an apprenticeship/traineeship/full time position and completing their full qualification with on-the-job training.

Community Solutions has enjoyed great success with this program, gaining funding in the Wide Bay, Sunshine Coast, Central and North Queensland regions.

To date we have secured 67 places. The result from these targets has seen Community Solutions awarded 110 places for the 2010/2011 financial year.



## Pathways to the Future

For young people transitioning from school or long term unemployment, *Pathways to the Future* provides targeted, individualised assistance to meet identified skill gaps within various growth industries in areas of high youth unemployment.

In the Fraser Coast region, Pathways to the Future links directly with industry to determine local market needs and provide relevant training and support to participants, specifically in the industries of engineering, construction, hospitality and retail.

During 2009/2010, the 26 week program provided both accredited and non accredited training to 50 participants – 26 of whom went on to obtain employment, two in hairdressing apprenticeships.

Another achievement of note was the transformation of attitudes displayed by the participants. The group had shown difficulties in committing to tasks prior to joining the program and this was reflected in high levels of non-attendance in the beginning. However, by the end of the course most of the students showed a marked improvement and went on to obtain sustainable employment.



## employment and training

*“... many of the participants displayed a marked change of attitude and went on to gain sustainable employment.”*

## community support - case management (young people)

*“Our Youth Support Coordinators operate in Wide Bay, Bundaberg and on the Sunshine Coast - making a difference in the lives of ‘at risk’ young people throughout regional Queensland.”*

### Youth Support Coordinator Program

External issues including family conflict, truancy, mental health, peer conflict, violence, abuse, neglect, health and grief/loss can have a marked impact on the school engagement of young people.

The *Youth Support Coordinator (YSC) Program*, funded by the Queensland Government’s Department of Communities, provides early intervention services to young people at risk of premature disengagement from school. Delivered to 10 schools across the Sunshine Coast, Caboolture and Bundaberg regions, the early-intervention program targets young people 13-17 years who are most at risk of disengaging from learning due to social or emotional reasons. The program also provides support to their families.

YSCs support young people to remain engaged through the provision of counselling, advocacy and support, group work facilitation and community development projects. YSCs are committed to increasing their schools’ capacity to support young people at risk and are involved in a wide range of networks that assist the school communities to increase their knowledge, processes and support of young people. These include the Youth Sector Network, Koping Networks, Positive Behaviour Support Program and Child and Youth Mental Health Development sessions.

In 2009/2010, our YSCs assisted to provide a professional development forum for young people and school workers, and commenced development of a website for parents facing disengagement issues with their children. Personal development programs including DrumBeat, Peer Helpers, yoga and strengths-based programs were also delivered within Sunshine Coast schools.

In Wide Bay and Central Queensland, student programs included Indigenous Youth Leadership presentations and rock and water-based activities, while Healthy Body, Healthy Mind workshops were held with teachers, auxiliary staff and young people. Additionally, the “Tomorrow’s Women” project provided disadvantaged young females, at risk of becoming homeless or leading a transient life, with toiletries, blankets, clothes and school stationery items via their YSC or School Chaplain.



### Youth Pathways Program

The final years of education form a challenging period which shapes the future of young adults. Throughout Hervey Bay, Maryborough, Gympie and Bundaberg, the *Youth Pathways Program* has assisted young people to make the successful transition through to Year 12 (or its equivalent) and ultimately to further education, training or employment.

The program this year provided case management support to over 500 “at risk” young people and continued its success through the Indigenous Leaders Group where students met regularly to discuss topics such as school attendance, support networks, mentoring and leadership; culminating in the selection of year level indigenous leaders.

The implementation of this program resulted in a decrease in truancy, which in turn resulted in positive educational and employment outcomes.

The funding for this program ceased in December 2009 and was superseded by the Youth Connections Program and Partnership Brokers Program.



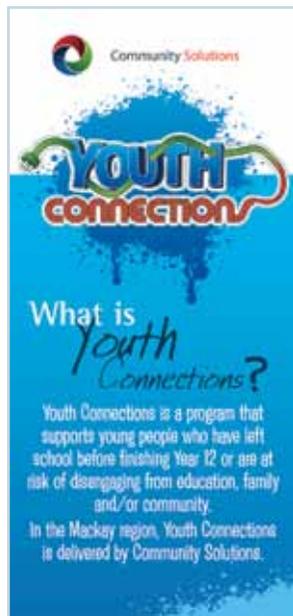
## Youth Connections - Mackay region

Since January 2010, *Youth Connections* has been supporting young people in the Mackay and greater region who have left school before finishing Year 12 or are at risk of disengaging with education, family and/or community.

The program provides a combination of individual support, group work and training activities – enabling young people to address personal barriers that may prevent them from reaching their goals. The support provided through Youth Connections is flexible and individualised to cater to each young person's needs.

In partnership with United Synergies, Community Solutions has implemented the Youth Connections program in the Mackay region and provides a supporting role in the provision of the program on the Sunshine Coast.

Youth Connections is funded by the Commonwealth of Australia as represented by the Department of Education, Employment and Workplace Relations.



## Partnership Brokers Program - Wide Bay

The *Partnership Brokers Program* builds strategic partnerships to improve the development, education, learning and transition outcomes of young people. The program is part of the National Education Reform Strategy to improve the attainment rates to Year 12 or equivalent to 90% and is supported nationally by an agreement across all states and territories.

In the Wide Bay area, Community Solutions has obtained funding for 2010 and 2011 to deliver the program in a region which has a high proportion of low socio economic communities, low achieving schools and a large indigenous population.

Partnership Brokers aim to broker sustainable strategic partnerships between education and training providers, business and industry, parents and families and the community sectors. These partnerships respond to identified issues, with appropriate strategies and initiatives that assist young people to reach their full education, social and economic potential.

The program fosters shared responsibility to support young people to stay engaged, make learning more flexible and meaningful both in and out of the classroom, and develop effective pathway options.



community  
support - case  
management  
(young people)

“... assisting young people to reach their full education, social and economic potential.”

## community support - case management (mental health)

“Mental illness significantly impacts on the everyday lives of people living with it. We believe in encouraging those with a mental illness to engage in, and feel positive about, the opportunities available to them.”

### Personal Helpers and Mentors Program

The *Personal Helpers and Mentors* program provides the necessary support for people with a mental illness to achieve increased independence and dignity.

With the assistance of trained and dedicated carers, the program provides “softer” support to clients with severe functional limitations - focusing on setting and achieving personal goals to improve community interaction.

The program is part of the Australian Government’s National Action Plan on Mental Health and has been delivered by Community Solutions in the Fraser Coast area throughout 2009/2010 and in Gladstone since May 2009.

One particular highlight this year was *Schizophrenia Awareness Week*, which highlighted the prevalence of schizophrenia in our community. This was a time to inform the community and raise awareness about the real nature of schizophrenia and mental health issues in general.

A member of the public who attended the event said: “Schizophrenia is a condition I knew very little about and I appreciated the opportunity to learn more ... This community activity encouraged me to search for extra information and overcome my lack of understanding. I had the opportunity to talk to people who have a mental illness and enjoyed their company along with everyone else... These activities will be an annual event and will receive my support in the future”.



## Community Care

From small beginnings, with a team located in the Fraser Coast area in October 2009, the community care service, delivered by our service partner integratedliving Australia Ltd, has this year grown to over 200 clients and a diverse range of care options.

During 2009/2010, Community Solutions supported the delivery of community care services to frail and aged people from Redcliffe to Rockhampton, as well as a carer support service in both Rockhampton and Mackay.

Packages included Community Aged Care Packages (CACPS), Extended Aged Care at Home (EACH), Extended Aged Care at Home – Dementia (EACHD), Home and Community Care (HACC) Domestic Assistance, Social Support, Respite Care, Personal Care and Carer Support.

Transition Care supports elderly clients who have been discharged from hospital and assists them to regain as much independence as possible after their return home.



## community support – community care



*“We are proud to support our service partner integratedliving Australia in providing assistance and encouragement to individuals in need, and their families.”*

## community development

### Changing Places - Sunshine Coast

*Changing Places* assists new families on the Sunshine Coast to settle in their new environment through the establishment of contacts and friendships.

The program has provided many newly arrived families, with children aged 12 years and under, with valuable assistance in accessing activities, services and other agencies to meet their needs. It has also enabled families to strengthen their relationships through parenting workshops, courses and access to a parenting resource library.

The program, now in its fifth year of operation, effectively supports new families to connect with each other and to quickly establish their social networks.

During 2009/2010, Changing Places joined a local School Chaplain to support the establishment of the Mountain Creek Little Geckos Playgroup. The Group was established by two new Sunshine Coast mothers and Changing Places participants, and now provides regular morning teas for parents while the children enjoy fabulous toys, resources and new friends.



### COPE-Ability - Central Queensland

Over a six month period, *COPE-Ability* provided support and personal development opportunities to young carers aged 13-18 years in Rockhampton, Gladstone and Emerald.

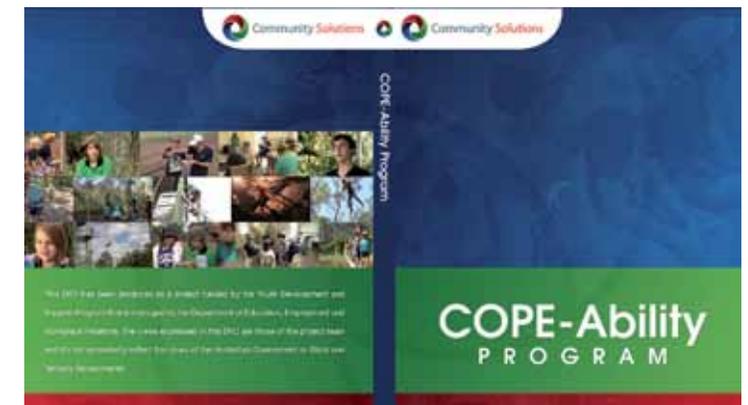
These young people had become carers at home due to a family member's disability, mental illness or substance abuse and were supported through the provision of workshops, camp activities and involvement in the development of an inspirational and educational DVD.

The program provided exciting activities including caving and abseiling to push them beyond their limits and demonstrate that with support and courage, they can achieve anything.

The participants' involvement in the development of a DVD about what it's like to be a young carer further enhanced their self-esteem and demonstrated that they can be a force for change in their own and others' lives.

The launch of the DVD to the wider community helped to raise awareness and demonstrated that these young people are a valuable asset to society. Currently 300 copies of the DVD have been distributed to schools and agencies across the state.

Participation in COPE-Ability helped the young people to understand that despite the challenges associated with being a young carer, the role also brings the opportunity for strength, insight and personal maturity.



*“We believe true community development begins when the needs, capacity and potential of a region and its residents are understood.”*

## Dylan Award Project - Whitsunday

For people with a disability in the Whitsunday region, day to day business has become much easier since the inception of the *Dylan Award Project*.

The project promotes inclusive disability information across the region, through the provision of free "accessibility" reviews for businesses. Those businesses which undergo assessment are either recognised as "access friendly" and receive a Dylan Award, or are recommended for modification.

Almost 350 businesses have been approached since the inception of the project, with 85 Dylan Awards distributed and 14 businesses making improvements to become more accessible.

Common accessibility issues include doorways being too small, a lack of evacuation plans for those with a disability, insufficient aisle space and minimal allocated seating. These are issues encountered every day by people with a disability, their carers, parents with young children and the elderly.

It is hoped that 100 Dylan Awards will be issued by the project's completion in November 2010.



## Generations Connect - Sunshine Coast

*Generations Connect* provides older Sunshine Coast residents with the opportunity to develop the necessary e-literacy skills to communicate through mobile phone technology. In particular, older people who are in a caring role, or have a need to be in regular contact with their family or doctor due to personal health issues, require the communication skills of a modern society.

Funded by Telstra's *Connected Seniors* project, Generations Connect is a four week course that provides basic skills around making phone calls, text messaging and taking photos with a phone. The project will run until April 2011 and has currently trained 300 seniors across the Sunshine Coast, with another 300 to be trained by the project's completion.

The overwhelming response confirms the need within the community for older people to receive guidance and training in the use of modern technologies for communication purposes. Feedback from participants has been incredibly positive, with many reporting that they are no longer afraid of their phone and can use it with more confidence.



## community development

*"Generations Connect... seniors who are in a caring role, or have a need to be in regular contact with their family or doctor due to personal health issues, require the communication skills of a modern society."*

## community development

“I Remember has empowered 15 Sunshine Coast people facing early stage memory loss, by enabling them to document their life story on a personalised DVD.”

### I Remember - Sunshine Coast

For people experiencing early stage memory loss, the fear of forgetting precious memories can be overwhelming.

*I Remember* has empowered and supported 15 Sunshine Coast people facing this situation, along with their families, by enabling them to document their life story on a personalised DVD. Each DVD brings together family photos, interview footage, documents (certificates, memorabilia) and narration to produce a personal insight from childhood to the present day.

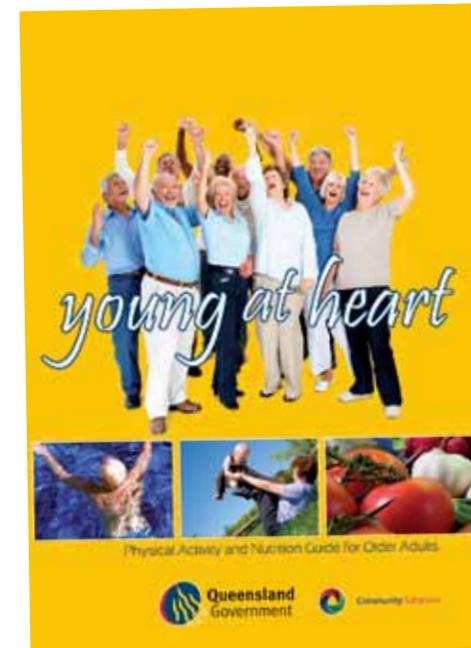
The value of this program to participants has been evident during the collection process. *I Remember* not only makes the person at the centre of each story feel valued and important, it re-affirms that dementia does not define who they are. It also provides families with the satisfaction that the history of their loved ones will not be lost as the condition progresses.



### Young at Heart - Sunshine Coast

*Young at Heart* is a physical activity and nutrition guide for older adults, developed by Community Solutions in conjunction with health professionals and organisations on the Sunshine Coast.

The resource targets people aged 60 years and over and provides a range of health, nutrition and lifestyle information. The Queensland Government provided funding to Community Solutions to produce *Young at Heart* to get more Queenslanders active through sport and recreation.



## Grandparents as Parents - Sunshine Coast

After years spent raising a family and saving funds, a retirement plan is a well deserved reward. But for some grandparents, this dream is postponed when they are required to resume their parental role, taking on the care of their grandchildren as the result of substance abuse, neglect, mental illness, criminal activity or a death in the family.

With the numbers of grandparents in this situation growing each year, the **Grandparents as Parents** program provides not only a support service, but a lifeline for these people. Now in its fifth year of funding, the program supports 65 families, including 104 grandparents and 85 grandchildren.

GAP provides ongoing personal support through home visits, monthly meetings, recreational activities, support networks, practical assistance and most of all, the opportunity to form meaningful and

lasting friendships.

The program enables these inspirational grandparents to face their difficult situations together in a non-judgmental and protective environment.

The lives of these grandparents can be extremely difficult, with issues such as respite, financial difficulty, behavioural problems, custodial matters, grief and the ongoing concern of what will become of their grandchildren should their own health deteriorate.

A number of external organisations strongly support the GAP program through the provision of food hampers, Christmas baskets, donated clothing/household items, home/backyard blitz days and home cooked meals. The support of Shine Community Care, Inner Wheel, Rotary, Salvation Army Maroochydore, Adopt a Family, the Pyjama Foundation and volunteers is greatly appreciated.



community  
development

*“Supporting the growing number of grandparents who are pushing back their retirements to raise their grandchildren”*

## community development

### Management of Public Intoxication Program

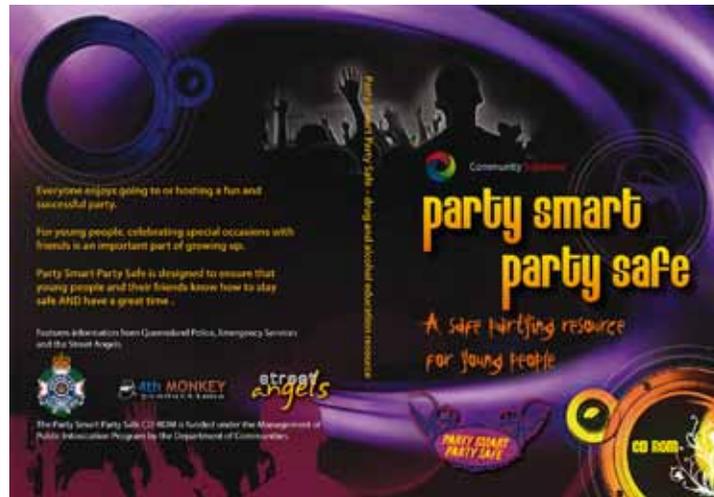
Aimed at enhancing safety and reducing intoxication in public places, the *Management of Public Intoxication Program* (MPIP) targets safety and intoxication issues in the Sunshine Coast region, specifically Mooloolaba.

Funded by the State Government's Department of Communities, the service provides prevention and intervention strategies to reduce issues associated with underage house parties, pre and post nightclub behaviour and at major events, including those frequented by young people and visitors during holiday seasons such as New Years Eve. The Street Angels service plays a major role in dealing with the intoxication issues on street in Mooloolaba and at major events.

### Party Smart Party Safe

During the past year, MPIP has developed the *Party Smart Party Safe* interactive CD Rom.

Party Smart Party Safe is a resource that helps young people plan, host and attend parties within a framework of safe settings and health behaviours. The resource has been well received by the Sunshine Coast community.



### Alcohol Court Diversion Program

In many cases, alcohol-related criminal offences highlight underlying physical and emotional barriers affecting the everyday lifestyle of individuals.

In 2009/2010 the Management of Public Intoxication Program developed and initiated the *Alcohol Court Diversion Program* (ACDP) as an innovative and targeted intervention for individuals who have committed an offence due to being intoxicated. Participants complete an eight week program that supports them to make personal decisions that reduce risk behaviours.

ACDP has been extremely successful and has received significant support from police, court staff and local solicitors.

The program addresses individual needs relating to offences and alcohol consumption, and provides vital links to services including doctors, job networks and government bodies.

The service is offered to defendants during their first court appearance, and if accepted, assists them to make positive and proactive changes to their lifestyle and demonstrate a commitment to self-improvement. On completion of the program, caseworkers provide a progress report to the magistrate, to be considered during the sentencing process.



“Encouraging healthier communities in which all people can enjoy a positive life.”

## Play Safe Party Safe

Across Hervey Bay, Airlie Beach, Townsville and Cairns, **Play Safe Party Safe** assists to develop safe day and night leisure environments. Through the supply of specialised resources, the project assists police to inform the general public, visitors/tourists and licensed venue patrons about safe practices and laws associated with the consumption of alcohol in and around licensed venues and water based activities.

The contemporary materials - including wallet cards, coasters and key rings - provide a practical use as well as important safety messages and useful information such as access to local transport.

## RaveSafe

With a focus on harm reduction strategies, the South-East Queensland based **RaveSafe** program has provided valuable support to patrons of all ages at a wide variety of music festivals and dance events.

Staffed by a team of committed volunteers, RaveSafe attends various events, festivals and venues to provide patrons with a safe place to rest, refreshments and health promotion materials with a focus on reducing drug and alcohol related harm. This year RaveSafe teams attended a number of festivals including *Splendour in the Grass* and *Stereosonic*.



## Toursmart

**Toursmart** was a three-year public health program focusing on the education of tourists and backpackers visiting Hervey Bay.

Its primary objective was reducing the frequency and associated costs of crimes against tourists, through educational and promotional activities targeting key tourist locations.

Community Solutions worked collaboratively with stakeholders including the Fraser Coast Regional Council, Queensland Police Service, Hervey Bay Transit Centre and tourist operators to deliver the program, which concluded in March.

One of the challenges associated with Toursmart was promoting safety tips without creating the perception of imminent danger – a perception which would negatively impact on visitor numbers.

The program's tagline of "Lock it or Lose it" was well received by both tourists and local business operators as a public safety message seen in a positive light.

It was very pleasing to see the vigor with which local businesses such as the Hervey Bay Boat Club and the Hervey Bay RSL got behind the project. Their efforts greatly enhanced the success of the project and the types of tourists we connected with.



# community development

“Providing prevention and intervention strategies to reduce harm and/or danger”

## community development

“This year our dedicated Street Angels celebrated 10 years of operation, received an Australian Crime and Violence Prevention Award and were highly recommended in the 2009 Queensland Safer Communities Awards.”

### Street Angels

**Street Angels** Public Safety Service provides an on-street support service operated by dedicated Team Leaders and trained volunteers.

The program operates on weekends between 9.30pm and 1.30am in Mooloolaba and at major events across the Sunshine Coast including Caloundra Music Festival, Melbourne Cup Day and New Years Eve. With the introduction of mobile (car and pedestrian) patrols, Street Angels is able to access intoxicated people in a variety of locations and provide immediate assistance and support.

The service also collates data that helps to identify specific community needs and public safety issues and to inform the delivery of current and future services. This review process also assists to identify best practice policies for on-street outreach and safety net services operating in similar contexts.

Street Angels work closely with the Queensland Police Service, Queensland Ambulance Service and Sunshine Coast Regional Council along with licensed venues in Mooloolaba.

street  
angels



## Community Gardens

*Community Gardens - Lake Kawana* – Working towards sustainable communities.

Developing “sustainable communities” is widely recognised as an essential process in which we all share a collective responsibility. To ensure that Community Solutions plays a constructive role in developing sustainable communities, we have developed a strategy whereby our Community Capital Centres will be utilising solar power, collecting rain water and recycling.

An extension of this strategy on the Sunshine Coast, is the proposed development of the Community Garden at Lake Kawana, adjacent to the Sunshine Coast Community Capital Centre. If approved, and subject to the input of the local community, the garden will provide an opportunity for students, seniors and people with a disability to learn and practice sustainable gardening strategies. Additional benefits will be evident in the social connections made and environmental appreciation, which will be developed through involvement in the Community Garden project. Consultation has commenced for potential operation in 2011.

## Community Markets

*Sunset Markets - Lake Kawana* – A special place for family and friends.

Community Solutions developed the Sunshine Coast Community Capital Centre as a facility that could support a range of community agencies to provide integrated services and support for individuals and families in need. However, the large contemporary design, located overlooking Lake Kawana, also contained the capacity to host a quality community market event; bringing life, colour and activity to the Sunshine Coast community.

With commencement planned for January 2011, the markets will contribute to our vision of “enriching people’s lives - enhancing regional communities” and will be undertaken as a joint initiative between Eumundi Historical Society Inc and Community Solutions Inc with the support of the Sunshine Coast Regional Council’s Lake Kawana Community Centre.

The Sunday afternoon markets will showcase local food, fashion, art/craft, entertainment and produce against the spectacular backdrop of a Lake Kawana sunset. Importantly, there will be community engagement and involvement with local schools, community groups, artists, entertainers, growers and businesses playing an active role in the growth and development of this unique community event.

# community development

PROPOSED  
COMMUNITY GARDENS



“We believe in playing an innovative and constructive role in developing and supporting thriving, sustainable communities.”



Sunshine Coast  
Community Capital Centre

future Community Capital Centres are  
planned for Maryborough, Mackay,  
Airlie Beach and Hervey Bay

community capital centres  
paul siem wellness centre  
community asset services

**community  
assets**

providing essential social infrastructure for regional communities; creating an ideal environment for integrated service delivery and community development

# community assets

*“Community Solutions has developed sound governance, management, partnership and operating systems to support asset development projects across regional communities throughout Queensland.”*

## Community Capital Centres

A key component of the Community Solutions strategy is the development of critical social infrastructure to underpin quality service delivery in the regional communities in which we operate. This objective is based on the belief that communities, particularly small regional and remote communities, do not have access to the range of facilities and resources commonly found in urban centres.

Specific facilities including training and meeting rooms, resource centres, production facilities, shared receptions, counselling areas, storage, staff amenities and family friendly spaces are all critical to the provision of quality services to individuals and families in need.

The concept of “Community Capital Centres”, initially on Queensland’s Sunshine Coast and soon to be in Maryborough, demonstrates the potential effectiveness and efficiency of a fully integrated community service site that can accommodate a range of community services and activities.

In 2009/2010, Community Solutions, through our asset

development entity - Community Assets Australia Ltd - completed and commenced operation from the **Sunshine Coast Community Capital Centre**, along with other service providers including Cystic Fibrosis Qld, Multiple Sclerosis Australia, Beacon Foundation, United Synergies, Queensland Health and the Australian Sports Commission just to name a few. It is planned for this quality facility to host monthly community markets and develop an innovative and purpose built community garden.

A significant purchase in Maryborough’s Horsburgh Place was made in August 2009. The premise was fitted out to provide a range of services to the local and surrounding communities. Negotiations are continuing in Mackay, Airlie Beach and Hervey Bay for future Community Capital Centre projects to be confirmed in 2010/2011.

Community Solutions has developed sound governance, management, partnership and operating systems to support asset development projects across regional communities throughout Queensland.



## Paul Siem Wellness Centre

With support from the estate of Paul Siem, Community Solutions has been able to assist people experiencing issues including domestic violence, mental health, homelessness, alcohol and drug misuse, social isolation and family breakdown from a purpose built, supportive environment.

Located within the *Sunshine Coast Community Capital Centre*, the **Paul Siem Wellness Centre** offers counselling, case management information and resources, relaxation therapies, referral support, training, meeting and group activity facilities.

Local support agencies are also invited to use this Centre as a central point of service delivery and can be confident that complementary services, organisations and resources will be immediately available to support individual client needs in one convenient location.

## Paul Siem WELLNESS CENTRE



## Community Asset Services

With the establishment of the Sunshine Coast Community Capital Centre came the opportunity to develop an innovative social enterprise. **Community Asset Services** commenced in March 2010, with an aim to:

- Provide training and employment opportunities to young people, mature aged and long term unemployed jobseekers;
- Enhance the physical and natural amenity of the Lake Kawana Precinct in partnership with the Sunshine Coast Regional Council, Kawana Waters State College and other key stakeholders;
- Support individuals and families in need by undertaking "Domestic Blitz" events - mowing, cleaning and removing rubbish at a time of need; and
- Consolidate and grow strategic alliances within the local community.

Services including landscaping, cleaning and maintenance are delivered by an energetic and committed team of work placements, staff and trainees.

*Community Asset Services* has recently taken on the landscaping needs of the Council-operated Lake Kawana Community Centre and it is envisaged that this will be the first of many opportunities to expand.

A special thanks to work placement Richard Weiss, who played an integral role in the development and implementation of CAS.



**Community Asset Services**

Enhancing our local community

## community assets

*"With the further development of the Community Capital Centre concept, Community Asset Services will expand from the Sunshine Coast into Wide Bay, Central and North Queensland during 2011."*



community capital foundation

social  
investment

a specialist facilitator of corporate social investment and philanthropic giving to target unmet community needs, provide direct relief and maximise individual potential

# community capital foundation

As a registered charity in the State of Queensland, the Community Capital Foundation Ltd has been established to provide direct benefit to individuals, families and regional communities throughout Queensland. By leveraging the service delivery expertise of Community Solutions and the asset development and management expertise of Community Assets Australia Ltd, the Foundation aims to be a specialist facilitator of corporate investment and philanthropic giving, with a focus on unique service and asset development projects.

We have demonstrated our commitment to the communities in which we operate by pledging a percentage of our profits annually to the Foundation. The Foundation will look to distribute these funds directly into regional communities. In adopting a flow through approach to funds received, the Foundation will be well placed to take responsive, timely and targeted actions to identified needs. In 2011, these funds will form the basis of the inaugural *Community Capital Foundation Internal Grants Program*.

“...working together with the corporate and philanthropic community to develop programs which focus on unique service and asset development projects”

Community Solutions operates and participates in regional, rural and remote communities. Our staff, as active members of these communities, are in the position to identify opportunities to make real differences – either on an individual or regional basis. In 2010/2011, the Internal Grants Program will enable Community Solutions staff to identify needs and apply for grants to create community capital in their local community. By working with their community, employees will have the opportunity to create greater individual or regional capacity by leveraging grants approved through the Foundation.

Adopting a philosophy and practice of “productive partnerships”, the Foundation will look to develop new and existing relationships with corporate and philanthropic communities. By working with organisations who share similar values and visions for regional Australia, the Foundation will look to build collaborative relationships that provide direct benefit to individuals, families and communities.



Community Capital Foundation

## Scope of activity

### Creating Community Capital

- **Increasing human capital**  
Focusing on health, education, nutrition, literacy, family and community cohesion, increased training and workplace dynamics to generate productive and innovative workers
- **Improving physical capital**  
Focusing on community assets such as public facilities, efficient transport, high quality housing and adequate infrastructure
- **Multiplying social capital**  
Addressing representative governance, capacity building, collaboration and partnerships
- **Strengthening economic capital**  
Maximising the use of existing resources, replacing imports with local wares, increasing fair trade and developing innovative community financing solutions
- **Enhancing cultural capital**  
Paying attention to traditions and values, heritage and place, the arts, diversity and social history
- **Conserving natural capital**  
Encouraging living within ecological limits, conserving, enhancing natural resources, using resources sustainably, cleaner production methods and minimising waste



## community capital foundation



## key details

our people and future  
partnerships and supporters  
towards business excellence  
our service footprint  
community initiatives  
community employment options

making a tangible and positive difference within a community requires good people, productive partnerships and the collective resources of the government, business and community sectors

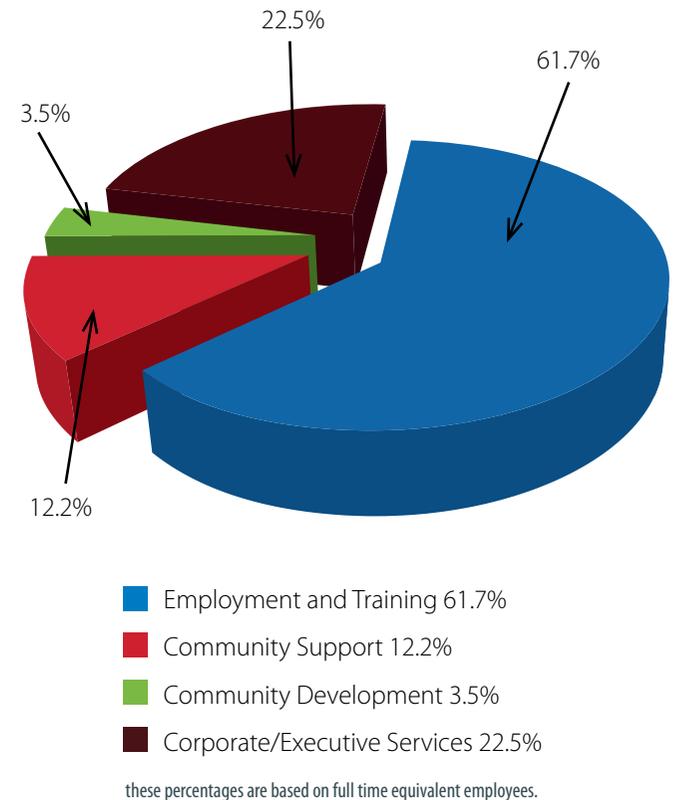
# our people

## Some of the major results achieved for our staff during 2009/2010 include:

- The recruitment of a specialist Human Resources Manager
- The introduction of the Employee Assistance Program – an independent counselling service available to all staff and their immediate family members
- The introduction of the Peer Support Program – additional support for staff members working with high needs participants.
- Improved Salary Packaging options and benefits through AccessPay
- Fleet car options
- Workplace Health and Safety reviews
- The introduction of a staff uniform/corporate wear option
- The ability to offer a consistent experience for all employees across employment opportunities and conditions, through the implementation of the *Community Solutions Collective Agreement 2009*.

“The success of our organisation is determined by the efforts, skills and commitment of our good people working together as a team... Team ComSol.”

## Breakdown of staff according to function



The Board and Executive Team of Community Solutions extend a special acknowledgement to our dedicated Managers, who have provided support and enthusiasm across all divisions. Our Managers, along with our valued Team Leaders, play a critical role in the leadership of our teams now and in the future.

- |                   |                       |
|-------------------|-----------------------|
| → Jenny Madden    | → Jeannine Harrington |
| → Anne Wendt      | → Luke Fitzpatrick    |
| → Sue Callaghan   | → Beth Miller         |
| → Melinda Everett |                       |

Service diversity	2010	2012	2015
Employment and Training	✓	✓	✓
Community Support (Inc Community Care and Mental Health)	✓	✓	✓
Community Development (Inc Public Health and Safety and Community Markets)	✓	✓	✓
Supported accomodation and affordable housing		✓	✓
Social enterprise management	✓	✓	✓
Community Asset Management	✓	✓	✓

Staffing and service sites	2010	2012	2015
Staff	250+	350	500+
Service sites	18	20	30+

Service locations - regional communities	2010	2012	2015
Queensland	✓	✓	✓
New South Wales		✓	✓
Victoria		✓	✓
Tasmania			✓

**our present,  
our future**

*“Our strategy facilitates and supports growth both organically and through partnerships in their many forms.”*

# our partners and funding agencies

*“A comprehensive response to assisting individuals and communities in need requires the resources and support of partners.”*

## Partners

Community Solutions provides government departments, non-government organisations, universities and business corporations with a diverse range of quality and culturally appropriate project management, consultancy services, training and resource support.

### National Partners

- Job Futures Ltd
- Western Bulldogs AFL Football Club
- integratedliving Australia Ltd
- University of Queensland
- Southern Cross University, NSW

### Local Partners

- United Synergies Ltd
- Jobsmart Pty Ltd
- Bridgeworks Training and Employment
- Sunshine Coast TAFE
- Tourism Sunshine Coast

## Funding agencies

### Commonwealth

- Department of Families, Housing, Community Services and Indigenous Affairs
- Department of Health and Ageing
- Attorney General's Department
- Department of Education, Employment and Workplace Relations

### State

- Queensland Health
- Queensland Department of Communities
- Queensland Department of Employment, Economic Development and Innovation
- Queensland Police Service
- Queensland Treasury

### Local

- Sunshine Coast Regional Council
- Fraser Coast Regional Council
- Rockhampton Regional Council
- Whitsunday Regional Council

### Other

- Telstra Foundation

## Community Solutions greatly appreciates the generous support received from the following organisations during the year:

- Myer Community Fund
- Garry Crick Auto Group
- Lions Club of Mooloolaba
- Inner Wheel Sunshine Coast
- Queensland Turf Club
- Adopt A Family
- Rotary Club Noosa Heads
- Schultz Toomey O'Brien Lawyers
- The Buderim Foundation
- Shine Community Care
- The Pyjama Foundation
- Salvation Army Maroochydore

As a public benevolent institution providing government funded services to individuals and communities with high needs, we are acutely aware of our responsibility, accountability and obligation to operate with sound governance, prudent management and service quality.

To this end, the Board and management have developed a comprehensive program to ensure that we plan, resource and operate to achieve business excellence. This program includes the following key components:

**Strategic Planning** – A detailed ‘blue print’ that identifies the context in which we operate and the strategic objectives which we seek to achieve. The plan underpins related business and operational plans and is the benchmark by which the Board and Executive assess performance.

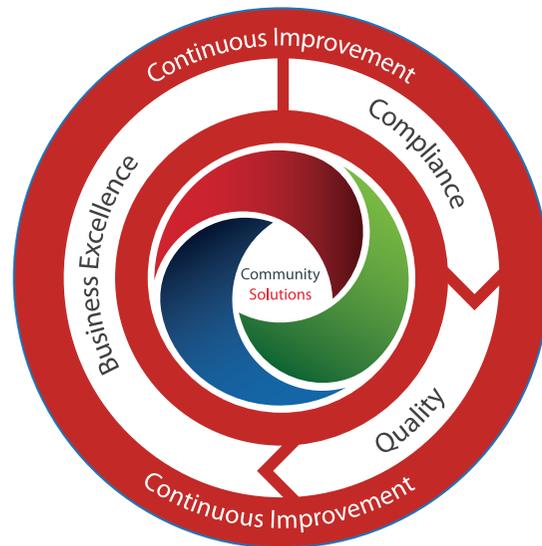
**Risk Management** – An “all of organisation” process for identifying, assessing and mitigating risk, creating a culture that is aware, informed and proactive.

**Good Governance** – The Board operates with the Australian Governance System (TAGs), which provides a comprehensive program of principles, policies, procedures and tools to support good governance. This system has now been developed as an online resource, providing open access and transparency in decision making.

**Policy and Compliance** – Recognising that we operate in a public environment where accountability, standards and professional conduct is a minimum requirement.

**Business and Partnership Development** – Our strategy is innovative and flexible and empowers our organisation, people and partners to pursue opportunities that can benefit the regional communities, individuals and families that we seek to support.

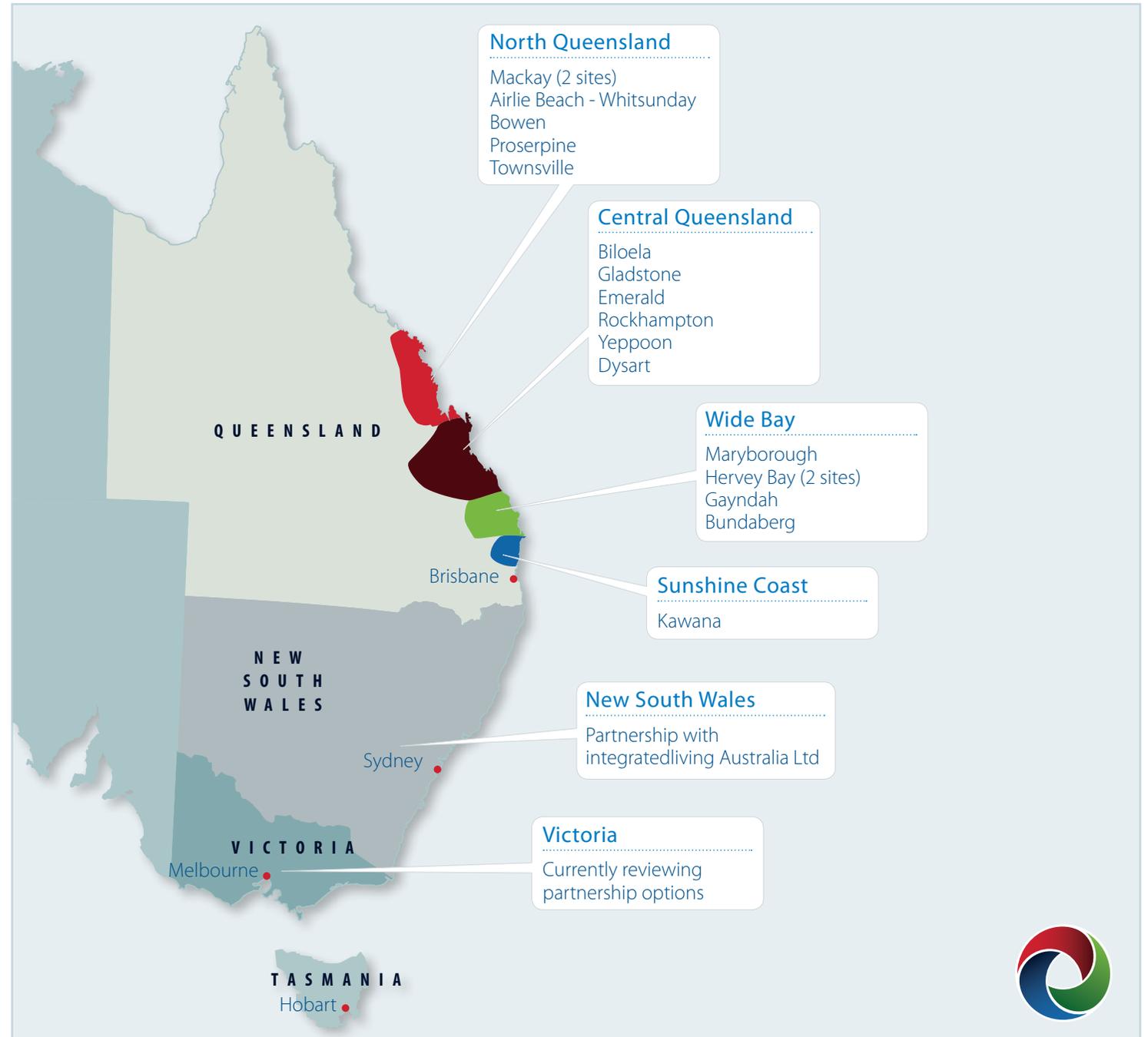
**Tender Development** – The organisation operates in a competitive tender, procurement and performance environment whereby high quality, evidence-based submissions are required to ensure that business is retained and new business is secured.



## towards business excellence

*“We plan to operate with accountability and transparency and strive for quality and improvement in all areas.”*

# where we make a difference in regional communities



Queensland Sites	Employment and Training	Community Support	Community Development	Community Capital Centres
Sunshine Coast	✓	✓	✓	✓
Maryborough	✓	✓		✓
Hervey Bay	✓	✓	✓	currently planning
Gayndah	✓			
Bundaberg	✓	✓		
Biloela	✓			
Dysart	✓			
Gladstone	✓	✓	✓	
Emerald	✓		✓	
Rockhampton	✓	✓	✓	
Yeppoon	✓	✓		
Mackay	✓	✓		currently planning
Airlie Beach - Whitsunday	✓			currently planning
Proserpine	✓			
Bowen	✓			
Townsville	✓			

how we make  
a difference  
in regional  
communities

# community initiatives

During 2009/2010 Community Solutions' staff supported the following community initiatives:

- Daffodil Day
- Disability Action Week
- Zonta Club – assistance with birthing kits
- Pink Ribbon Day
- Christmas Hamper drives (with Lifeline)
- Relay for Life
- Blood Bank
- Schizophrenia – Swear Stop
- Cystic Fibrosis – Tour De Kawana
- Dress Down Day
- Australia's Biggest Morning Tea
- R U Okay Day – suicide prevention
- Sunshine Coast Corporate Outrigging Challenge



*“As a public benevolent institution and charity, Community Solutions and our committed staff actively contribute to the communities in which we live and operate.”*

“ In 2009/2010, Community Employment Options Inc continued to provide Disability Employment Network, Disability Employment Services, National Disability Coordination Officer and Coastal Recovery programs.

These programs had a caseload of 834 participants (as at July 1), of whom about 30% were in employment. Thirty five staff from the DES program transferred to Community Solutions in April 2010.

The Disability Employment Network (DEN) capped and uncapped programs completed in February 2010. Approximately 80 participants from DEN continued through to September whilst their outcome payments worked through. The balance of DEN participants transferred to the new program with little disruption.

The Disability Employment Services program commenced on March 1 and provides services under two sub-programs: Employment Support Services (ESS) and Disability Management Services (DMS). The programs are performing well and are now working with 1,010 participants.

The National Disability Coordination Officer Program has been very successful this year in delivering on its business plans. We also saw increased funding to the program, which has allowed expansion by one staff member in “Region 21”, which spans Central Queensland and Wide Bay. Contracts and staff have been successfully transferred to Community Solutions.

Coastal Recovery is best described as a social enterprise. This year, the enterprise employed 24 staff and gained a net 5% return. Contracts and staff members will remain with the Community Employment Options Inc entity.

The Employment and Training division of the new Community Solutions Inc also provided Job Services Australia and 1,270 Productivity Places in the year.

In total, these programs assisted an additional 3,700 participants around the State and generated (or will generate) approximately \$9.3 million.

The new organisation has and is going through a process of reinvention – new strategy, systems, policy and process, structures, programs and services. We will be a year or so from completing this process of redesign.

My hope is that the new Community Solutions will become a great organisation and an integral part of the Australian regional landscape. We are well on the way!

**Peter Callaghan**  
Chief Executive Officer



**Rod Hill**  
President

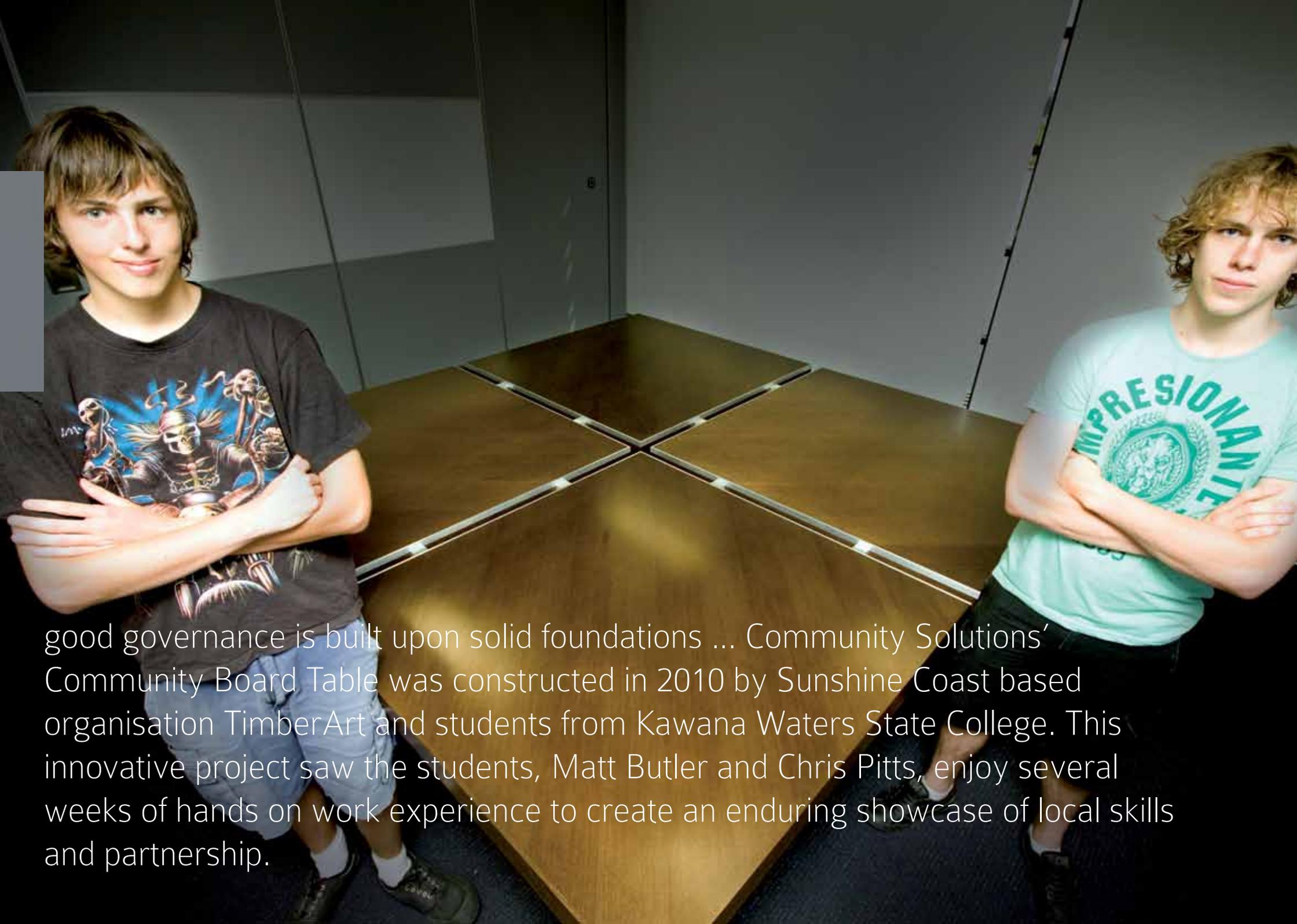


Community Employment Options Inc  
*equal access*

# community employment options inc



“... celebrating 20 years of valued service and support for individuals with a disability and their families.”



good governance is built upon solid foundations ... Community Solutions' Community Board Table was constructed in 2010 by Sunshine Coast based organisation TimberArt and students from Kawana Waters State College. This innovative project saw the students, Matt Butler and Chris Pitts, enjoy several weeks of hands on work experience to create an enduring showcase of local skills and partnership.

## board profiles

Ian Coombe  
Tony McFadden  
Paul Kusy  
Eric Moes  
David Curd

we recognise, acknowledge and thank our  
Directors for their expertise and commitment to  
manage growth and plan for success

# board profiles



## Ian Coombe

Director 2009-current

**B. Bus., CA, MAICD**

### Special responsibilities

Chair  
Governance and Compliance  
Executive Remuneration

Ian is a chartered accountant in public practice at CP O'Shea, Rockhampton. Ian has been an owner or partner of the business since 1991. Ian is also Treasurer of Community Employment Options Inc (since 1999). Ian is President of Central Queensland Rugby Union Ltd and Treasurer of Queensland Country Rugby Union.



## Tony McFadden

Director 2008-current

**MBA Columbia University, B. Comm, GAICD**

### Special responsibilities

Audit and Risk  
Foundation  
Vice Chair

Tony is the founder and Director of James Street Capital Pty Ltd; a boutique investment and corporate advisory group based in Brisbane. Previously, Tony was an investment banker with Credit Suisse First Boston in New York, Hong Kong and Singapore. Tony qualified as a Chartered Accountant with Coopers and Lybrand (now PWC) in Brisbane. Tony leads the social investment and future Foundation activities for the Community Solutions Group.



## Paul Kusy

Director 2001-current

**B. Commerce, B. Law**

### Special responsibilities

Secretary and Public Officer  
Audit and Risk

Paul is a Solicitor and Senior Partner with Schultz Toomey O'Brien Lawyers with a specific focus on commercial law. He has a detailed understanding of governance and compliance within a non-profit incorporated association and has been pivotal to the development of the community asset development strategy for the Community Solutions Group.



## Eric Moes

Director 1997-current

**B. Arts, Grad Dip. Soc. Sc., GAICD**

### Special responsibilities

Treasurer  
Audit and Risk  
Executive Remuneration

Eric has extensive experience in local government, community development, youth and community services.

Eric has previously worked with the Brisbane Youth Service, Maroochy Shire Council and Caloundra City Council and is currently the Acting Executive Director of Community Services of the Sunshine Coast Regional Council.

Eric has been an active member of many community initiatives and is currently on the grants committee of the Buderim Foundation. He is also a graduate of the AICD.

Eric was a founding member of Community Solutions.

*“Good governance requires the development and monitoring of strategy and the responsibility to manage risk.”*



## David Curd

Director 2000-current

**M. Bus Admin, B. Ed, Dip. Teach,  
GAICD**

### Special responsibilities

Managing Director  
Governance and Compliance  
Audit and Risk

David has more than 20 years' experience in education, government, business and community sectors. David was awarded a Winston Churchill Fellowship to study community development and drug prevention in the USA, UK and South East Asia.

David currently holds the position of Director for Sunshine Coast Enterprises Ltd and Job Futures Ltd.

David was a founding member of Community Solutions.

Board Meetings held in the 2009/2010 financial year, noting the number of meetings attended by each Director, are as follows:

Director	Board Meetings		Audit and Risk Committee		Governance and Compliance Committee		Strategic Workshops		Executive Remuneration Committee	
	No. Held	No. Attended	No. Held	No. Attended	No. Held	No. Attended	No. Held	No. Attended	No. Held	No. Attended
Ian Coombe	5 *	5*			1	1	1	1	1	1
Tony McFadden	5 *	5 *					1	1		
Paul Kusy	5 *	5 *	2	2			1	1		
Eric Moes	5 *	5 *	2	2			1	1	1	1
David Curd	5 *	5 *	2	2	1	1	1	1		

\*Includes Board Meeting held in Murrurundi, NSW

AGM held 11 December 2009 – all Directors attended

# board attendance table



community solutions inc  
community employment options inc

## financial statements

Community Solutions is committed to sound financial management, sustainable operations and prudent use of valued resources to support quality service delivery

All financial statements are available via request to the Managing Director, Mr David Curd at [david.curd@communitysolutions.org.au](mailto:david.curd@communitysolutions.org.au) or on phone +61 7 5413 1555

## Queensland Registered Office

### Street Address

Level 2, Community Capital Centre,  
100 Sportsmans Parade,  
Bokarina, Queensland 4575

### Postal Address

PO Box 631  
Buddina Qld 4575 Australia

Phone +61 7 5413 1555

Fax +61 7 5437 9399

## Regional Offices

### Sunshine Coast

#### Street Address

Level 2, Community Capital Centre,  
100 Sportsmans Parade,  
Bokarina, Queensland 4575

#### Postal Address

PO Box 631  
Buddina Qld 4575 Australia

Phone +61 7 5413 1555

Fax +61 7 5437 9399

### Maryborough

#### Street Address

320 Kent Street  
Maryborough, Qld, 4650

#### Postal Address

PO Box 806  
Maryborough, Qld 4650

Phone +61 7 4122 7666

Fax +61 7 4122 3299

### Hervey Bay

#### Street Address 1

St John's Gardens  
10-12 Torquay Road  
Pialba, Qld 4655

#### Postal Address 1

PO Box 3407  
Pialba, Qld 4655

Phone +61 7 4197 3111

Fax +61 7 4124 0511

#### Street Address 2

6/26 Taylor Street  
Pialba, Qld 4655

#### Postal Address 2

PO Box 3407  
Pialba, Qld 4655

Phone +61 7 4128 3933

Fax +61 7 4128 3611

### Gayndah

#### Street Address

16/18 Capper Street  
Gayndah, Qld 4625

Phone +61 7 4140 8867

Fax +61 7 4140 8865

### Bundaberg

#### Street Address

Bundaberg Enterprise Centre,  
Quay Street  
Bundaberg, Qld 4670

#### Postal Address

PO Box 1662  
Bundaberg, Qld 4670

Phone +61 7 4151 6155

Fax +61 7 4151 0244

### Biloela

#### Street Address

102 Rainbow Street  
Biloela, Qld 4715

#### Postal Address

PO Box 321  
Biloela, Qld 4715

Phone +61 7 4992 4220

Fax +61 7 4992 4063

### Gladstone

#### Street Address

Suite 3/32 Tank Street  
Gladstone, Qld 4680

#### Postal Address

PO Box 8040  
Gladstone, Qld 4680

Phone +61 7 4977 8111

Fax +61 7 4972 7665

### Emerald

#### Street Address

74 Egerton Street  
Emerald, Qld 4720

#### Postal Address

PO Box 1462  
Emerald, Qld 4720

Phone +61 7 4987 5211

Fax +61 7 4987 5053

### Rockhampton North

#### Street Address

2 -6 /189 Musgrave Street  
North Rockhampton, Qld 4701

#### Postal Address

PO Box 5850  
CQ Mail Centre  
North Rockhampton, Qld 4702

Phone +61 7 4932 8000

Fax +61 7 4921 1877

### Yeppoon

#### Street Address

56 Normanby Street  
Yeppoon, Qld 4703

Phone +61 7 4939 5356

Fax +61 7 4939 5351

### Dysart

#### Street Address

21 Queen Elizabeth Drive  
Dysart, Qld 4745

Phone +61 7 4841 8888

Fax +61 7 4957 3456

### Mackay South

#### Street Address

The RSL Building  
70 Sydney Street  
Mackay, Qld 4740

#### Postal Address

PO Box 11  
Mackay, Qld 4740

Phone +61 7 4841 8888

Fax +61 7 4957 3456

### Mackay North

#### Street Address

Shop B, 4 Discovery Lane  
Mackay, Qld 4740

#### Postal Address

PO Box 11  
Mackay, Qld 4740

### Proserpine

#### Street Address

First floor 140 Main Street  
Proserpine, Qld 4800

Phone +61 7 4945 5582

### Airlie Beach-Whitsunday

#### Street Address

Whitsunday Shopping Centre  
226 Shute Harbour Road  
Cannonvale, Qld 4802

#### Postal Address

PO Box 578  
Cannonvale, Qld 4802

Phone +61 7 4946 7442

Fax +61 7 4946 4882

### Bowen

#### Street Address

Shop 7 Downtown Centre  
37 Williams Street  
Bowen, Qld 4805

#### Postal Address

PO Box 1418  
Bowen, Qld 4805

Phone +61 7 4786 5422

Fax +61 7 4786 3125

### Townsville

#### Street Address

312 Sturt Street  
Townsville Qld 4810

#### Postal Address

Townsville Post Shop  
PO Box 761  
Townsville Qld 4810

Phone +61 7 4772 5625

Fax +61 7 4772 5369





[www.communitysolutions.org.au](http://www.communitysolutions.org.au)