



Community **Solutions**

Annual Report
2010/2011

enriching people's lives
enhancing communities
developing regions

Contents

Community Solutions Inc is a public benevolent institution - a not-for-profit organisation providing direct relief to people with high needs. These people may be experiencing poverty, sickness, suffering, distress, misfortune, disability or helplessness. Together with Community Assets Australia Ltd, the Community Capital Foundation and Community Employment Options Inc (trading as ComSol Enterprises); Community Solutions Inc forms part of the Community Solutions Group. This Group specialises in the provision of innovative and diversified services and essential community assets to individuals and regional communities.

This Report details the specific activities of Community Solutions Inc during 2010/2011 and highlights the aspirations, goals and achievements of the related entities within the Group.

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Queensland offices

About us

14,000

Clients across our range of services

260+

'Team ComSol' members

21

Years of experience

17

Office locations

4

Service regions

Our recent achievements

- 2011 Ergon Energy Business Excellence Awards (Central Queensland)
 - **Winner** – Major Business of the Year Award
 - **Winner** – Contribution to the Community Award
 - **Winner** – Outstanding Business of the Year Award
 - **Finalist** – Innovative Business of the Year Award
- 2011 BMA Awards
 - **Recipient** – Silver Award (Community Solutions, MRAEL, LAC Blackwater and BMA Partners)
- 2011 Australian Institute of Management
 - **Finalist** – Not for Profit Manager of the Year, Sunshine Coast (Pat Burke – Group Executive Manager)
 - **Finalist** – Not for Profit Manager of the Year, Gladstone (David Facer - Service Leader, Wide Bay Region)
- 2011 Queensland Safer Communities Awards
 - **Recipient** – Encouragement Award (Sunshine Coast Street Angels)
- 2010 Whitsunday Tourism Awards
 - **Winner** – Significant Business – Non Tourism Award
- 2010 Ergon Tourism and Business Awards
 - **Winner** – Contribution to the Community Award (Rockhampton)
- 2010 Matrix on Board Finance and Back Office (FABO) Awards
 - **Finalists** – Administrator of the Year (Deb Kerswill) and Bookkeeper of the Year (Lorraine Purdy)

How we make a difference in regional communities

Queensland Sites	Employment	Training	Social Enterprise	Health and Wellbeing	Youth Services
Sunshine Coast	Currently planning	✓	✓	✓	✓
Maryborough	✓	✓	✓	✓	✓
Hervey Bay	✓	✓	✓	✓	✓
Gayndah	✓	✓			
Bundaberg	Currently planning	✓		✓	✓
Biloela	✓	Currently planning			
Gladstone	✓	✓		✓	
Emerald	✓				
Rockhampton	✓	✓	✓	✓	
Yeppoon	✓	✓	✓		
Mackay	✓	✓		Currently planning	✓
Whitsunday	✓	✓		Currently planning	
Proserpine	✓	✓			
Bowen	✓	✓			
Townsville	✓	✓			

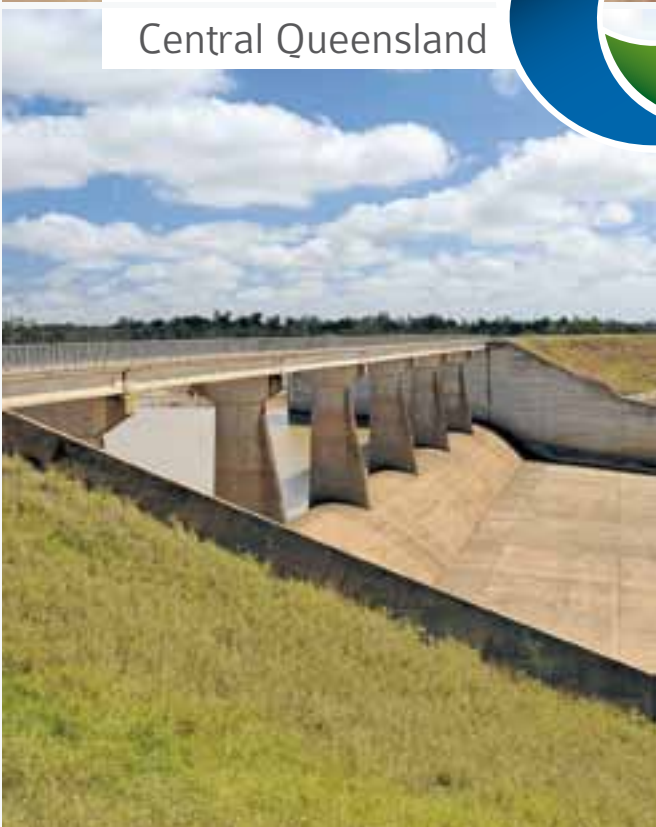
Our regions



Sunshine Coast
Central Queensland



Wide Bay
North Queensland



The 'Team ComSol' Way

OUR VALUES IN ACTION

OUR PEOPLE AND TEAMS

We are a 'team of teams' made up of skilled, committed and ethical people working together to provide professional, integrated and quality services for our clients and their families.

OUR CLIENTS AND SERVICES

We are a highly respected community service provider, offering innovative and professional services which enrich individuals, enhance communities and develop regions.

OUR REGIONS

We focus our attention and resources on the needs and opportunities of regional Australia and aspire to make a profound contribution to sustainable regional development.

OUR COMMUNITIES

We are committed to making a tangible contribution to the capacity and wellbeing of local communities, not just as a service provider, but as a valued member of each community.



Enriching people's lives, enhancing communities, developing regions

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 and 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 Services, Training Services, Youth Services, Health & Wellbeing and Social Enterprise projects.



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 that support the service delivery of Community Solutions and provide additional resources in regional communities.



Community Capital Foundation

The Community Capital Foundation has been established to facilitate 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.



ComSol Enterprises

Community Employment Options Inc (CEO), established in 1990, 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. Following the merger, Community Employment Options Inc today trades as ComSol Enterprises.



A message from our Chair and Managing Director

Our organisation has undertaken a profound evolution in 2010/2011, primarily driven by our firm commitment to deliver on our vision of "enriching people's lives, enhancing communities and developing regions". This vision recognises that we have an opportunity to not only make a positive impact on our clients and their families, but also make a significant contribution to the regional communities in which we operate.

Our organisational evolution has been motivated by the rapid consolidation and increasing competition that is occurring within the community services sector. This consolidation is being driven by the procurement practices of all levels of government who seek to have highly efficient, effective and compliant service providers, who are not necessarily non-government organisations. Government-funded services are becoming 'bundled', which provides clients and communities a 'wrap around' and 'place based' service model.

Community Solutions, through our diverse service portfolio, community asset development strategy and genuine commitment to facilitating partnerships, is well placed to meet the challenges provided by these sector changes.

Importantly, our recent restructuring to a regional model places an appropriate focus on the clients and communities we wish to support, with a delivery process that is adapted to meet the unique needs of these regions, communities and clients.

We are excited by the potential of Service Solutions and greatly encouraged by the improved performance, enhanced client and community focus, additional community assets and valued partnerships.

Special thanks to my fellow Directors, the Executive Management Team, Executive Service team, Service Leaders and our team members, who collectively create 'Team ComSol'. This committed and terrific team is responsible for the tremendous achievements to date.

Ian Coombe
Chair



The evolution of the Service Solutions strategy and our regional structure has occurred following extensive internal consultation through our *Designing our Future* and *Creating our Future* review processes. This internal engagement allowed our people to share and clarify our values, aspirations, priorities, challenges and opportunities. This led to the formation of Regional Management Teams and a commitment to provide our clients and communities with a 'gateway' to all of our available services and support.

Our *Strategic Plan 2011 - 2014* captures our nine key service, growth and enabling priorities and objectives, which are the collective responsibility of the Board, Executive, Regional Management and Service Solutions teams. These plans and actions will be undertaken in a manner which is consistent with our clearly articulated Team ComSol Way...our values in action!

Much of the inspiration for the Service Solutions strategy was provided by our recently-retired Group Executive Manager Peter Callaghan, founder and long serving CEO of Community Employment Options Inc, who guided our thinking and focused our attention on our clients and communities. We greatly appreciate Peter's significant contribution and enduring legacy.

I also wish to acknowledge the significant contributions of long serving Managers Anne Wendt, Melinda Everett and Jeannine Harrington, who concluded their employment with Community Solutions this year. Their collective efforts in the provision of quality services is greatly appreciated.

Whilst there has been significant internal reorganisation and reflection, we have also worked with our clients and communities throughout our regions to create many positive client outcomes, wonderful partnerships and potential Community Capital Centre projects throughout regional Queensland.

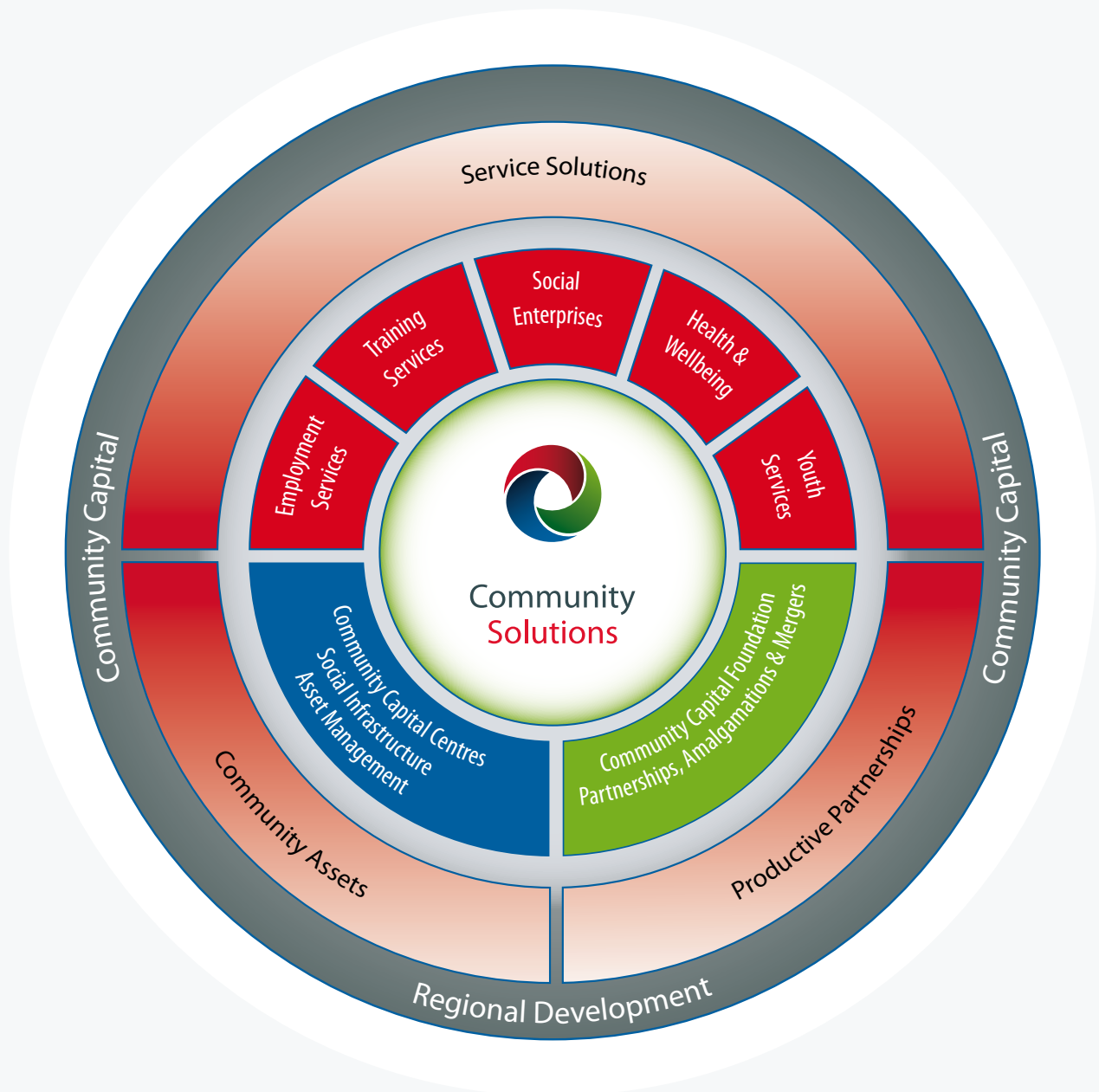
I have the tremendous opportunity to work with a highly skilled Board, Executive Management and Executive Service Team. Together with our passionate and committed people, they embrace our Team ComSol culture...a fundamental component of our strategy and a special quality of our organisation.

My thanks and sincere appreciation to all.

David Curd
Managing Director



Our core business



Enriching people's lives, enhancing communities, developing regions

Our commitment to...

Business excellence

Community Solutions is committed to achieving business excellence in all of our services, systems and activities through a process of continuous improvement. Our organisation recognises that compliance, whilst essential, is a minimum service and organisational standard. We have committed to a risk management and quality policy framework, supported by a culture of performance and improvement. These initial strategies will support an 'all of organisation' approach to business excellence.

Service quality

Community Solutions has created 'Service Solutions' as a culture and structure to underpin a holistic and outcome-focused service model for our clients, their families and local communities. A Client Management System will provide the technical support to enable our people and clients to develop a genuine service relationship where current and future needs can be identified and proactively supported. This will become known as our *Client Gateway Service Model*, based on a philosophy of there being no 'wrong door' for our clients, no matter how they are referred to us. Ideally, all of our diversified services across all of our sites, along with those of our service partners, will be readily accessible to support our clients and their communities.

Environmental sustainability

Community Solutions is well aware of the need to balance organisational performance with environmentally sustainable practices. In fact, we view these objectives as being equally important and not mutually exclusive. As an organisation we have taken profound and tangible steps to reduce the emissions of our fleet, reduce power use and recycle at all sites; and to utilise solar power and collect rainwater at our larger Community Capital Centres at the Sunshine Coast and in Maryborough. We believe that there are many exciting and innovative community service and asset development opportunities through developing and demonstrating environmentally sustainable practices.

Workforce diversity

Community Solutions is committed to developing a culturally diverse workforce that appropriately reflects and understands the regional communities in which we operate. Recently, we joined the Australian Employment Covenant and made a firm commitment to enhance our recruitment of people with an Indigenous culture, as we recognise the many positive benefits that this can provide to our organisation and our communities. We will regularly and publicly report against our workforce diversity strategy and outcomes.



Service Solutions



Employment Services

Training Services

Social Enterprise

Health & Wellbeing

Youth Services



Employment Services

Job Services Australia

In July 2009, Community Solutions, as a subcontractor to national Head Contractor Job Futures, commenced delivery of Job Services Australia (JSA) contracts in the Mackay and Fraser Coast Employment Service Areas.

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, providing greater opportunities and options to the jobseekers accessing our services.

More than 3,100 people received employment support through our JSA sites during 2010/2011, with 678 placed into sustainable employment.



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 commenced its second year of operation in March 2011 and, after a tentative start, the new processes and procedures are now well bedded down.

Under the Disability Services Act (1986) (Commonwealth) and the Disability Service Standards, DES includes two separate programs - one for people with disability, injury or health condition, who might need regular or occasional support to maintain a job; and the other for people with permanent disability, who require regular and ongoing support to maintain a job.

As sub-contractors to Job Futures Ltd, Community Solutions currently hold 100% of the market in the Capricornia and Gladstone Employment Service Areas and 60% in the Fraser Coast Employment Service Area.

Around 2,700 participants have used this service during the past 12 months. Of those who have completed 13 weeks in employment as part of the service, 61% have continued on past the six month mark.

Member of
JOB futures
NATIONAL COVERAGE • LOCAL EXPERTISE



Employment Pathways Program

An extended break from work can often result in a reduction of confidence and the loss of skills. Through the *Employment Pathways Program*, long term unemployed, mature-aged job seekers in the Whitsunday region have received the necessary boost to return to the workforce with confidence and knowledge. Based on individual needs, the program provides tailored pathways involving accredited training, job preparation support, paid work placements and links to local employers.

Of the 60 participants who have been assisted in the quest for employment to date, 31 have gained sustainable employment.

As part of the Employment Pathways Program this year, 32 participants worked in collaboration with the Whitsunday Regional Council to provide disaster and flood related relief in Cannonvale, Proserpine and Bowen and gain valuable experience. Furthermore, an additional 20 participants completed accredited training in short computer courses and a Certificate II Transport and Logistics.

All participants received additional job preparation assistance including resume development, job search techniques and general employment support and advice.



Assisting clients to overcome their barriers to achieve sustainable and rewarding employment

Training Services



Productivity Places Program

Throughout 2010/2011, the *Productivity Places Program* continued to respond to identified skills shortages in the national workforce through the delivery of fully accredited training.

The provision of Certificate II and III level courses in Aged Care, Community Services, Disability Services, Business and Retail 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. Across our 17 office service footprint, Community Solutions secured 801 places and the following programs were established with great success:

Corridors to Careers

Across three of our regions, *Corridors to Careers* saw the delivery of accredited training and the provision of hands on work experience relevant to localised emerging industries. In Wide Bay, 350 places were delivered in 2010/2011, while a further 110 places were delivered in Central Queensland. A total of 311 places were delivered during the same period in our North Queensland region.

Aim 2 Train

On the Sunshine Coast, *Aim 2 Train* provided 30 participants with the necessary skills to compete for sustainable employment within the Aged Care/Community Services industry.

In addition, Community Solutions partnered with local Registered Training Organisation JobSmart to secure a further 800+ places in November 2010. This program provides vital links to our Job Services Australia service and will continue to deliver training between the Sunshine Coast and Bowen until June 2012. To date, 291 participants have transitioned into employment through this program.

The Productivity Places Program has been funded through the Department of Employment, Economic Development and Innovation (DEEDI) as well as the Department of Education and Training (DET). The valued support of Bridgeworks and JobSmart throughout this project is acknowledged.

Focused Employment Support

The *Focused Employment Support* project identifies barriers to employment, then provides targeted, accredited training and work placement experience.

All participants enter the project through the job preparation/case management model and are provided with information about the current labour market and industry, latest job search techniques and tools, developing and retaining self confidence, identifying transferrable skills and the value of life experience, goal setting, career analysis and networking.

Accredited training then provides further development of skills and qualifications in the areas of Aged Care, Community Care or Business Administration, before a paid work placement offers participants on-the-job skills while assisting local not for profit organisations.

Throughout this learning period, participants update their computer knowledge, acquire current industry practices in their sector and gain confidence in their job search activities.

To date, 80 participants have been assisted with 40 employment outcomes achieved.



Green Force North Queensland

Prolonged flooding and harsh weather conditions caused significant damage to natural resources in early 2011. In conjunction with the Whitsunday Regional Council and the Department of Environment and Resource Management (DERM), the *Green Force* project allocated targeted recovery work to program participants and therefore provided assistance in meeting identified skills gaps.

During the course of the project, which ended in July 2011, 26 local long term unemployed jobseekers worked to remove storm damaged trees, restore walking tracks, control declared weeds and revegetate damaged areas.

Participants were recruited via a collaboration with local Job Service Australia providers and 10 of these people have since secured ongoing employment.

Get Set for Work

Get Set For Work is based upon the knowledge that a standardised classroom education is not always the best method of teaching. Often, a less formal and more practical approach is more effective in reaching young people – particularly those at risk of disengaging from traditional schooling.

Through involvement in outdoor, adventure based activities, it is possible to re-engage young people aged 15-19 years in education, and to teach important life and employability skills.

In 2010, this program assisted 170 participants between Hervey Bay and Mackay. Of these participants, 91 went on to secure sustainable employment. This success led to a further 121 places being awarded for the 2011 calendar year and to date, 30 employment outcomes have been achieved.

Get Set For Work combines the delivery of accredited and non-accredited training with case management and personal support, assistance with job applications, training support and employment advice and referrals.

Community Solutions continues to receive great support for this program – particularly from schools – and this assists with the efficient recruitment and support of high quality participants.

During 2011/2012, recruitment will continue through a variety of means including liaison with employment service providers, 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.



Case study

A fresh start for Edgar





This year has been one of change for Blackwater youth Edgar.

As a Get Set For Work program participant, he completed a 10 week Certificate II in Resources and Infrastructure and gained his Blackwater Mine Induction with Regional Agriculture and Mining Integrated Training.

The completion of a Certificate II in Business and the receipt of a construction site safety card and Learner's Permit rounded out the year of achievements for Edgar, who now has his sights set on becoming a qualified tyre fitter.

But he hadn't always been a go-getter.

Edgar joined the Get Set for Work program as a student at Blackwater State High School in 2010, where he was failing to submit assessments and developing a record of poor attendance and lack of motivation. Outside of school, he was charged with criminal offences and at risk of juvenile detention.

When provided with an ultimatum, he finally made the decision to get back on track.

Through the provision of opportunities that matched his interests, Edgar has shown his talents and turned a new leaf.

His confidence has been further developed during work-readiness activities including volunteering at the Salvation Army and work experience at the Blackdown Tablelands and he is now committed to training at the Emerald Agricultural College.

The Get Set For Work program has demonstrated for Edgar that positive choices and strong personal values will help him to achieve his goals.

Edgar now hopes to gain a tyre fitting traineeship and has been offered the opportunity to make his dreams a reality if he proves himself during an upcoming work placement.

North Queensland Resource Project

This industry-focused labour market initiative involves a partnership between Community Solutions, Axiom College and local industry, to respond to the emerging labour and skill shortages within the tourism/housekeeping industry.

Community Solutions this year assisted 50 local long term unemployed jobseekers and parents from the Whitsunday and Bowen communities who were previously excluded from the labour market.

The project consists of components including group development, accredited training and work experience. Participants have the opportunity to complete Certificate II in Asset Maintenance (Cleaning Operations), combined with work experience opportunities with local employers to enhance prospects of longer term employment.

Australian Apprenticeships Access Program

The *Australian Apprenticeships Access Program* provides pre-vocational training, support and assistance with a focus on the business and retail industries.

Participants undertake modules towards a Certificate II qualification in either area, with the aim of obtaining an apprenticeship/traineeship/full time position and completing their full qualification with on-the-job training.

During 2010/2011, Community Solutions delivered 90 places for this program across the Wide Bay, Sunshine Coast, Central and North Queensland regions.



Skilling Queenslanders for Work

Formerly known as the *Green Army* project, the *Skilling Queenslanders for Work* project centred on the beautification of the Sunshine Coast during 2010/2011. In particular, efforts were focused on the Noosa district, which had been badly damaged by flood waters.

In partnership with the Sunshine Coast Regional Council, the Community Solutions' project provided 20 participants with practical experience in Environmental Labouring or Administration.

Completed in June 2011, 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, 15 obtained employment with five receiving contracts with the Sunshine Coast Regional Council. Another project is due to commence in 2012 across the region.



My Kareer Rules

Targeting mature aged job seekers including parents returning to the workforce, *My Kareer Rules* identifies with the need for specific case management, employment and training assistance. This personalised approach encourages job seekers to break through barriers and provides flexible and individual options to meet the needs of local employers.

The provision of accredited training in business (customer contact) coupled with paid, on-the-job training through a work placement program, means participants gain "hands on" knowledge and maximise their employment opportunities.

In addition to *My Kareer Rules*, Community Solutions received further funding for a *Green Army* project within the North Burnett region. In partnership with the North Burnett Regional council, 10 participants were supported to re-build and restore local parks and gardens following localised flooding in the Gayndah and Mundubbera areas. Positive feedback was received from North Burnett Regional Council and the local community, who were extremely pleased with the appearance of all parks and gardens for the annual Orange festival.

To date, this program has assisted 25 participants across the Wide Bay and North Burnett regions, and has recorded 11 employment outcomes.



Developing skills that are relevant to the workforce



Following the completion of a Certificate II in Business via Community Solutions' Productivity Places Program, Janie Gerber has enjoyed sustainable and rewarding employment.

But she has not forgotten what it is like to be a jobseeker in need of new skills and qualifications.

As an immigrant, Janie had been required to complete a qualification prior to being eligible for employment in Australia.

Work experience at the Gladstone Art Gallery in 2010 had proved to be a valuable experience for Janie as she neared the end of her course, and it was for this reason that she

jumped at the chance to provide a similar opportunity for fellow PPP participant Troy Tomlins.

As the paperwork piled up at Janie's workplace, Pacific Controls, she realised the need for additional help and contacted Community Solutions for assistance.

Troy, who was undertaking his Certificate II in Business at the time, was one of two course participants placed at Pacific Controls to undertake 40 hours of hands on experience.

"My work experience at Pacific was fun. The people there are very friendly and helpful," Troy said.

Case study

Janie gives back to PPP program



"The activities I was involved in included the operation of office equipment (photocopier/fax, computers) and data entry in MS Office (mainly Word and Excel). I also created a file for recording and archiving old jobs and emptied the filing cabinet for new jobs to be added."

Following his graduation from the course, Troy now hopes to obtain secure employment for himself (or "win the lotto") and recommends the Productivity Places Program to other jobseekers.

"My experience with this course was very positive. I learnt many things that I did not know before. The people that

were in the class with me were very interesting and we all had fun and worked together to complete this course."

"Community Solutions was very helpful and understanding of any difficulties I had and helped out where they could."

"I believe, for those looking for a start in business, this (course) would be a good step. My experience has been worth it and that extra bit of knowledge can only help."

Social Enterprise



ComSol Enterprises

Community Solutions is excited to be developing a Community Enterprise strategy, known as *ComSol Enterprises*, which will create new employment opportunities, cost effective community services and innovative partnerships with business, government, Council and local communities.

ComSol Enterprises currently operates the Coastal Recovery Community Recycling Service in Rockhampton and Community Asset Services (CAS) in the Sunshine Coast and Fraser Coast communities.

Future enterprises include high quality community markets, community gardens and social franchises ... all tailored to the specific needs and opportunities within each of our local communities.

ComSol Enterprises will be a flagship for fostering innovation, building capacity and creating opportunity for our clients, partners and communities.

Coastal Recovery

ComSol Enterprises operates a sustainable recycling enterprise, designed to provide employment, training and support for people with a disability and other disadvantaged jobseekers in Central Queensland. This project, known as *Coastal Recovery*, is delivered in partnership with Rockhampton Regional Council and educates land fill users to achieve positive environmental outcomes.

Community Asset Services

Community Asset Services (CAS) continued to succeed and grow during 2010/2011. After commencing in March 2010 with just two fulltime staff, the team has now expanded to five people across two service regions.

On the Sunshine Coast and in Wide Bay, Community Asset Services currently:

- provides training and employment opportunities to young people, mature aged and long term unemployed jobseekers;
- enhances 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;
- supports individuals and families in need by undertaking "Domestic Blitz" events - mowing, cleaning and removing rubbish at a time of need; and
- consolidates and grows 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.

It is likely that the coming year will see further expansion for this social enterprise, with growth anticipated in the Central and North Queensland regions.



Community Garden

Community Solutions believes in a shared commitment and responsibility in developing sustainable communities.

Further to the development and operation of the environmentally-sustainable Sunshine Coast Community Capital Centre, Community Solutions is working towards the development of the adjacent *Community Garden* at Lake Kawana.

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 the environmental appreciation that will be fostered through involvement in the project.

Council approval is pending and commencement is expected early in 2012.

Sunset Markets

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.

The *Sunset Markets* will contribute to our vision of “enriching people’s lives, enhancing communities, developing regions” and will be undertaken as a joint initiative between the Original Eumundi Market and Community Solutions Inc with the support of the Sunshine Coast Regional Council’s Lake Kawana Community Centre.

The Sunday evening 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, designers, entertainers, growers and businesses playing an active role in the growth and development of this unique community event.

Proposed
Community Garden

Community Capital
Centre



Creating innovation, capacity and opportunity

Case study

Work placement comes full circle





When a 15 week stint as a work placement participant with Community Asset Services (CAS) wrapped up in May 2010, Richard Weiss was sad to leave the team.

After relocating from South Australia to the Sunshine Coast, he had settled in to the local community, learned new skills and made friends.

"Kev (Everett) had just taken over the asset management of the building at that time, so we were doing lots of cleaning, grounds keeping and organising the tools," Richard said.

Following the completion of his work placement, Richard took a number of short term positions, and it was during an application for a summer program with the Council that he contacted Community Solutions again.

Bur rather than assist with his application for the Council, that phone call returned Richard to the Community Solutions team and the CAS role he had grown so fond of.

Increased tenancy within the Sunshine Coast Community Capital Centre had created the need to expand CAS, and following a successful funding application with the Queensland Government, CAS was able to employ a mature age trainee.

"I had just phoned Kev to say that I was still around and if someone called to ask about me, could he put in a good word," he said.

"But he said that he might have something for me."

"Everyone here is fantastic and that is why I have come back. I was welcomed with enthusiasm and fitted in well with everyone."

Richard now hopes to become involved with the Community Garden project in the future and to continue with Community Solutions beyond the completion of his traineeship.

Health & Wellbeing

Personal Helpers and Mentors Program

Just as Winston Churchill lived with his “black dog”, Community Solutions supports Fraser Coast and Gladstone residents to live with and understand their own mental illnesses.

The *Personal Helpers and Mentors* (PHaMs) program is designed to support those who often slip through the “cracks” of diagnosis and provides assistance with setting and achieving personal goals.

Our trained and dedicated carers provide clients with the opportunity to achieve far greater independence and dignity in their everyday lives. Using the “Recovery Approach”, PHaMs team members work closely with clients experiencing severe functional limitations to provide non-clinical support aimed at improved community interaction.

Challenges of note this year have included supporting individuals affected by floods, as well as the associated impact on members of the wider community; and providing education to increase resilience.

The PHaMs 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 during 2010/2011 and in Gladstone since May 2009.

The program has recently been granted an additional three years’ funding.



Changing Places

The hardest part of relocating to a new community is the loss of support networks and familiarity. *Changing Places* assists residents who are new to the area to establish themselves with new friends and networks as quickly as possible. Throughout 2010/2011, across much of the Sunshine Coast, the program has provided many new families with children aged 12 years and under with invaluable information and assistance to meet their needs. The provision of parenting workshops, courses and access to resource libraries further enables program participants to strengthen their new relationships. Changing Places is funded by the Australian Government Department of Families, Housing, Community Services and Indigenous Affairs.



Mackay's Got Talent

What better time to showcase the entertaining talents of Mackay's young people, than during National Youth Week?

Held in April, *Mackay's Got Talent* provided the opportunity for 15 aspiring performers to take to the stage and wow large audiences with their singing, dancing, acting and acrobatics.

The performers were joined on stage by well known local performers Charlotte Emily, Josh Geiger and the Mackay Musical Comedy Players.

Teale Howle and Michaela Nicolson, together known as "Rap Squared", took out the competition on the day before a 300 strong crowd.

Mackay's Got Talent was managed and sponsored by Community Solutions, Mackay Youth Support Services, Mackay Regional Council and the Queensland Government Department of Communities.



Time For Change

Time For Change, funded by the Queensland Government's Department of Communities, provides holistic support to individuals who have been charged and plead guilty to an alcohol-related offence.

In many cases alcohol-related offending occurs when an individual has underlying issues and barriers that affect their life.

During 2010/2011, the Management of Public Intoxication Program (MPIP) continued to deliver Time For Change for individuals who had been charged with an offence whilst intoxicated. The eight week, voluntary program provided ongoing support to participants to reduce their alcohol consumption and address barriers and risky behaviours. With a strong focus on indigenous offenders, this program considers individual needs and provides links to services such as culturally-appropriate professional counsellors, employment and training providers and government bodies.

Suitable and willing participants who accept the opportunity, commit to making positive changes and addressing multiple barriers with the aim of enhancing their lives. Upon completing the eight week program, the individuals appear before the Magistrate with their final report. Their success or otherwise is taken into consideration upon sentencing.

The program has been extremely successful and supported some 260 participants since its commencement. With more than 90% of participants successfully completing the program, it has received recognition and support from local solicitors, police and court staff.

In 2011/2012, this program will include a watch-house based support program.

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 provides patrons with a safe and comfortable place to rest, as well as access to refreshments and health promotion materials with a focus on reducing drug and alcohol related harm. This year RaveSafe teams have attended a number of festivals including *Splendour in the Grass* and *Stereosonic*.



Street Angels

Street Angels provides an on-street support service for individuals in need. The needs of these individuals may be the result of homelessness, intoxication, substance abuse and/or any other issue, which has caused personal distress or has the potential to cause physical harm to themselves or others.

Operated by dedicated Team Leaders and over 60 trained volunteers, Street Angels offers non-judgemental assistance every Friday and Saturday between 9.30pm and 1.30am in Mooloolaba, as well as at major events across the Sunshine Coast including Caloundra Music Festival, Melbourne Cup Day and New Years Eve.

Via car and pedestrian patrols, Street Angels assisted over 312 intoxicated people in a variety of locations during 2010/2011, whilst also providing immediate assistance and support to other clients.

Street Angels also collate information that assists in the identification of specific community needs and public safety issues and informs 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.

Community Solutions greatly appreciates the support provided by Kia Motors Australia and the Garry Crick Auto Group.

street
angels



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

Grandparents as Parents

For the hundreds of Sunshine Coast residents putting their retirements on hold to raise their grandchildren, the *Grandparents As Parents* (GAP) program provides a vital support network.

As their friends prepare to wind down and enjoy a slower pace, this unique group of people are resuming their parenting 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.

The number of grandparents in this situation has continued to rise this year, with 88 families now registered with the program, including 136 grandparents and 122 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.

Community Care

Community Solutions continues to maintain a business and service partnership with integratedliving Australia (ILA), with ILA staff located in Community Solutions' offices in all four regions.

In addition to care services provided by ILA, Community Solutions has formed a partnership with Compass Whitsundays to provide community care and respite services to frail aged and disabled clients in the Cannonvale and Airlie Beach areas.

The securing of a collaborative Functional Independence contract through Home and Community Care Services has created an opportunity for Compass Whitsundays to explore a more strengths-based approach to community care. The Functional Independence Project was developed by Compass Whitsundays and Community Solutions, and has involved staff training, marketing of the changed model of care to clients and their families, and of course, a modified model of care for the clients themselves.

Community Solutions looks forward to the future provision of diversified community care services throughout regional Queensland in partnership with Compass Whitsundays and integratedliving Australia.



Life in Action

Life in Action enabled Sunshine Coast families with a recent experience of domestic violence to access a fun, flexible health and wellbeing program. With the aim of establishing improved lifestyles, the program encouraged enjoyable physical activities to benefit participants' physical and emotional health and connect them to their local community. Participants were offered the opportunity to access health centres and a variety of sport and recreational activities as well as transport and child care. Life in Action was funded by the Queensland Government to get more Queenslanders active through sport and recreation. The program concluded in June 2011.



I Remember

I Remember provided a special opportunity for 15 people with early stage memory change and their families to document their life story onto a personalised DVD.

Each DVD included a compilation of family photos, interview footage, documents (certificates, memorabilia) and narration to produce a very personal insight from childhood to the present.

It was evident during the collection process that this opportunity was greatly valued by the person experiencing memory loss, and in particular, their family. It not only made the person at the centre of each story feel valued and important, it re-affirmed that the dementia condition did not define who they are. It also provided the family with peace of mind that the history of their loved one would not be lost during the progression of the condition.

Delivered on the Sunshine Coast, *I Remember* was funded for 12 months from April 2010.



Case study

GAP provides lifeline for Lyn and Don





In 2005, four-year-old Nick was living with his mother near Ipswich, while Lyn and Don Fairclough enjoyed a quiet lifestyle on the Sunshine Coast.

But when mental illness led to Nick's mother threatening his life, their worlds changed dramatically.

Lyn and Don were the first ones there to support the young child after his mother picked up a knife and phoned the Department of Child Safety to tell them she would kill him.

They brought him back to their home and offered him shelter, safety and their love.

Five years on, Lyn and Don remain Nick's primary carers, despite their respectable age, financial limitations and Don's ailing health.

But they are not alone. They are one of almost 100 families on the Sunshine Coast who have been thrust into this situation due to substance abuse, neglect, mental illness, criminal activity or a death in the family. For these families, the Grandparents as Parents (GAP) program provides not only a support service, but a lifeline.

In fact, Nick is not the Fairclough's biological family. He was believed to be their grandchild for two years, but when their son's relationship with Nick's mother broke down, she revealed that Nick was not his child.

This issue causes further complications for Lyn and Don, who are also dealing with Nick's conditions including Attention Deficit Hyperactivity Disorder, Oppositional Defiance Disorder and Post Traumatic Stress Disorder.

"This is not an easy road to hoe," says Lyn.

"If it wasn't for GAP I don't know what we would do. It provides us with sanity and friendship."

"When you inherit a grandchild, your friends scatter because they are not used to having children around."

"So now our friends are in GAP. We go on holidays with friends from GAP, because we all understand each other without judgement. When the children play up, we understand. We feel very much at home (with GAP) because we get trust and understanding."

Furthermore, the Fairclough's believe GAP provides these families with the assistance that should be provided by the Government.

For a myriad of reasons, many of the families registered with the program go without financial support or respite, meaning these grandparents – many of them retirees – are left to foot the bills and stay on duty 24 hours a day, seven days a week.

"Respite is desperately needed. For us, the only break we get is when Nick visits his mother for two or three hours every few months. But another grandparent (in our group) has four grandchildren who have been sexually abused and two of them have Aspergers and they still can't get help."

"We are lucky that Nick's biological father pays, but others can't. GAP provides them with clothing and furniture. We all store it under our houses and as soon as we have a new grandparent in need we pass it on to someone who needs it. In GAP, we are each other's support."

Youth Services



Youth Support Coordinator Initiative

For students at risk of early disengagement from school, the *Youth Support Coordinator Initiative* provides support and guidance.

Based in schools across the Sunshine Coast, Caboolture and Bundaberg regions, designated Youth Support Coordinators (YSCs) provide early intervention and prevention services to students aged 13-17 years who are experiencing external issues such as family conflict, truancy, mental health, peer conflict, violence, abuse, neglect, health and grief/loss, and who are at risk of disengaging from education as a result. During 2010/2011, over 400 students accessed these services.

In addition to their supporting roles, YSCs are involved in a range of networks and sessions, which further assist school communities to increase their knowledge and support of young people.

This year, our YSCs collaboratively developed and launched a website designed to assist parents facing disengagement issues with their children.

Personal development programs on the Sunshine Coast included *Helping Friends*, the *I AM* girl's self-concept program, a boy's emotional regulation program and other strengths-based activities.

In Wide Bay, programs included the Indigenous *Close the Gap* sports day, fundraising for Cancer research, *Youth Homelessness Matters* Day and the creation of Queensland Country Women's Association flood relief packages and Mother's Day pamper packs. Delivered in partnership with Queensland Police, Queensland Health, Phoenix House and Impact Make Your Mark, training was also provided for the *Love Bites* domestic and family violence and sexual assault prevention program. The *Tomorrow's Women* project continued to provide hygiene bags for vulnerable students at risk of becoming homeless or leading a transient life.



Youth Connections

By working together within a supportive environment, tailored specifically to their needs, young people are empowered to overcome their barriers and achieve their goals.

The *Youth Connections* program supports young people who have disengaged, or are at risk of disengaging, from education, family and/or community, via individualised and flexible support, delivered in a way that responds to their direct needs.

Community Solutions implemented the Youth Connections program in Mackay in January 2011 in partnership with United Synergies, 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

As part of the National Education Reform Strategy, the *Partnership Brokers Program* aims to improve the development, education, learning and transition outcomes of young people.

The program strives to improve the rate of young people completing Year 12 (or its equivalent) to 90%, and is supported nationally by an agreement across all states and territories.

In 2010/2011, Community Solutions obtained funding to deliver this program in Wide Bay - a region with a large proportion of low socio economic communities, low achieving schools and a large indigenous population.

Through the establishment of sustainable strategic partnerships between education and training providers, business and industry, parents and families and community sectors; Partnership Brokers aims to provide appropriate strategies to assist young people to reach their full potential.

The program encourages the sharing of responsibility to support young people to stay engaged, to make learning more meaningful and to develop effective pathway options.



Promoting optimism, resilience and engagement with young people



Case study

Participants provide colourful support for flood victims



The combination of colours, creativity and community spirit made for a highly successful and powerful Youth Connections activity in 2011.

Following the devastation caused by the Queensland floods early in the year, the Community Solutions Youth Connections team joined forces with Mackay Youth Connections Network Inc and TiZahz Tie-Dye, to create colourful gifts to brighten the lives of those affected.

Service Leader Colin McPherson said the activity aimed to teach art development skills to the program participants and assist the mental health of community members.

Six Youth Connections participants welcomed clients from other programs including Get Set For Work and Job Services Australia to create the colourful donations.

Such was the success of the day, that one participant was even offered the opportunity to work further with TiZahz Tie-Dye at markets and other events.

The Youth Connections program aims to improve the education standards and employability skills of young people who are at risk of premature disengagement from education.



Community Assets



Community Capital Centres
Social Infrastructure
Asset Management

Pictured: The Sunshine Coast Community Capital Centre (above) and the Maryborough Community Capital Centre (right)

Community Capital Centres

A key component of 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.

In an environment where the government, business and community sectors have a mutual interest to partner and strive for innovative and cost effective strategies to respond to social issues, Community Capital Centres provide for the co-location of diversified services and providers in an open plan office environment with shared resources. This concept:

- enhances the delivery of essential community services in a convenient "one-stop-shop" environment
- allows for the provision of these services in a cost effective, flexible and more people-centred manner; and
- encourages collaboration and cross-fertilisation of ideas to achieve better outcomes for our clients, partners and communities.

In Maryborough and on the Sunshine Coast, Community Capital Centres have been established via Community Solutions' asset development entity, Community Assets Australia Ltd.

Further Community Capital Centres are planned for Mackay, Airlie Beach and Hervey Bay.

Asset Management

In developing essential social infrastructure through Community Capital Centres, Community Solutions recognised the opportunity to create a local social enterprise we refer to as *Community Asset Services* (CAS). This enterprise creates training and employment opportunities in the vocations of landscaping, cleaning and maintenance, whilst also providing a cost effective service to maintain community assets and public spaces.

This enterprise currently operates in the Sunshine Coast and Wide Bay regions, with a view to development and roll-out across all four regions.

Social Infrastructure

Community Solutions believes that healthy, sustainable and thriving communities require essential social infrastructure to compliment traditional economic, health and transport infrastructure. This social infrastructure includes community service centres and public spaces - creating special places where people and families can be supported and a sense of community engagement. Our Community Capital Centres, located on the Sunshine Coast and now in Maryborough, are based on this fundamental premise.





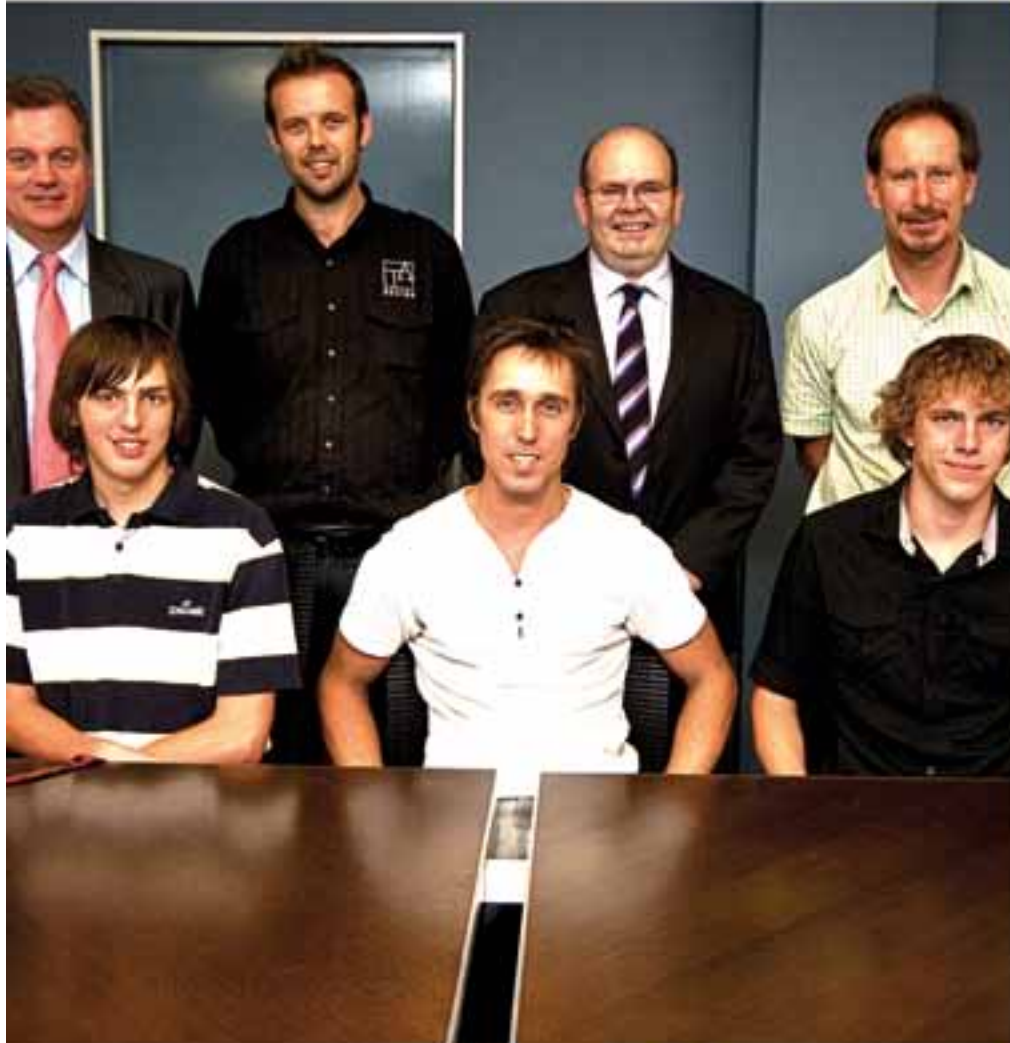
Case study

Community Capital Centres



In 2009, the Paul Siem Well was developed to provide an environment in which to support Sunshine Coast individuals in need. These needs may include health issues, substance use and relationship support.

In this special place, people will discover how to enhance their personal lives, where to find assistance and relationships with others.



place, people will discover how to enhance their personal lives, where to find assistance and relationships with others.

Relationships - Strength



**Community Capital Centres...
a catalyst for innovation,
collaboration and partnerships
- achieving better outcomes for
our clients and communities**



Paul Siem Wellness Centre - A quiet and supportive space, based in the Sunshine Coast Community Capital Centre, where we can support our high needs clients and their families in a quality service environment.

Centre for Indigenous Employment, Innovation and Wellbeing - A proposed Learning Circle and culturally appropriate environment for Indigenous service providers, based in the Sunshine Coast Community Capital Centre, supporting Indigenous projects and services in regional communities.

Community Enterprise and Training Centre - A purpose built centre that fosters innovative social enterprises and targeted community training initiatives. Based in the Sunshine Coast Community Capital Centre, the Centre will serve as an incubator for social innovation and partnerships.



Sunset Markets - The proposed Sunset Markets, based in and around the Sunshine Coast Community Capital Centre, will provide a focus for community engagement and support local enterprises and economic activity. This market will serve as a blueprint for other local communities in which we operate.

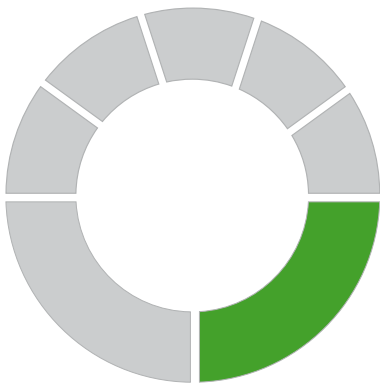
Community Garden - With construction in early 2012, the Community Garden will provide a focal point for client support and community engagement. The initial Sunshine Coast based community garden will feature bush tucker, sustainable gardening, sensory experiences and high levels of disability access.



Sunshine Coast Solar Farm - In 2011, Community Solutions received Gaming Fund support to install a 9kw solar farm on the roof of the Sunshine Coast Community Capital Centre. This solar farm consists of 40+ panels, which will enhance the cost effective operation of the building and environmental sustainability.



Productive Partnerships



Community Capital Foundation
Partnerships, Amalgamations and Mergers



Community Capital Foundation

During the development of the *Strategic Plan 2011 - 2014*, the opportunities and potential of the Community Capital Foundation developed greater definition and purpose.

During this process it became obvious that the Regional Development Plans, developed by the regions with the input and involvement of our people and communities, will be the guiding framework for Foundation activities. These Plans will clearly outline where our organisation is meeting existing needs within a specific region, and will prioritise in those areas where there are gaps. The Community Capital Foundation will then create opportunities to 'fill' these gaps.

The below principles form the framework of the Foundation:

- Assisting to meet basic needs and provide long-term sustainable, personal and community capacity for disadvantaged groups as identified within the Regional Development Plans;
- Filling gaps and/or creating opportunities in addition to Community Solutions' existing activities;
- Focusing on regional communities and groups rather than individuals; and
- Providing support aligned with the objectives of our Service Solutions division, including:
 - Providing support (social and community services)
 - Building capacity (social infrastructure)
 - Engaging communities (social and community partnerships)

In 2011, our Board ratified the Social Surplus Policy to define its commitment to *enriching people's lives, enhancing communities, developing regions* by clearly outlining the financial commitment it will make to our people, the Community Capital Foundation and the delivery of strategic priorities. This policy states that where the surplus target of 7.5% of external income is achieved, up to 30% will be distributed to our people and to our community via the Community Capital Foundation. These distributed funds provide the leverage from which the Foundation will continue to develop new and existing relationships with corporate and philanthropic communities.

In 2011/2012, the Regional Development Plans will identify key priorities in the communities and regions in which we operate. The Community Capital Foundation will build on collaborative relationships to identify and deliver against these priorities providing direct benefit to individuals, families and communities.

Natasha Read, Group Executive Manager



Community Capital Foundation

Partnerships, Amalgamations and Mergers

At the very core of our Strategic Plan is the comprehension that economic growth is an incomplete way of measuring society's wellbeing.

Community Solutions is targeting significant growth, which will be realised in the future as a result of developing partnerships, amalgamations and mergers with like-minded organisations that share our values and aspirations. In particular, we are developing relationships that complement our capacity-building services, which support the healthy lives and social reintegration of marginalised young people, aged people and people with a disability. Our training and employment services such as Job Services Australia and Disability Employment Services are particularly potent in this regard.

We have recently entered promising discussions with John Pearson Consulting and associated services such as the Future Indigenous Leaders Program, Indigenous Workstars and other employment and training services focusing on Indigenous communities. These services will dovetail with the range of existing services across our footprint and substantially increase our capacity to support the wider Indigenous community.

In November, we anticipate amalgamating with Pioneer Employment Service in Mackay, which will add Disability Employment Services to our existing employment services in North Queensland. This amalgamation will also bring the wisdom and experience of a generation of dedicated management committee members and their teams.

Almost simultaneously, we will amalgamate with Compass Whitsundays, which will add to our range of disability and aged care services. Compass Whitsundays also provide Home and Community Care (HACC) services to an ever increasing clientele in the Whitsundays area. Compass is a well-respected organisation that is located on a prime community site directly opposite a new shopping centre. This site has immense potential and provides a great opportunity to attract services that will further enhance the support we offer this growing community.

To cap off an extraordinary period of expansion, we have also entered into an Amalgamation Memorandum of Understanding with Bay Support Services Group in Hervey Bay, who operate in-house accommodation services across a large client base. The value of this amalgamation to our Group will be visible not only in the new range of services for our clients, but also in our ability to replicate these successful services across our footprint.

We anticipate completing all of these amalgamations and assisting our new colleagues through the usual transitional periods over the next year, thereby contributing significantly to our ambitious expansion program.

Steve Dixon, Group Executive Manager



Key Details



Organisational structure

Service Solutions

Corporate Solutions

Business and Partnership Solutions

People Solutions

Our 'Team ComSol' members

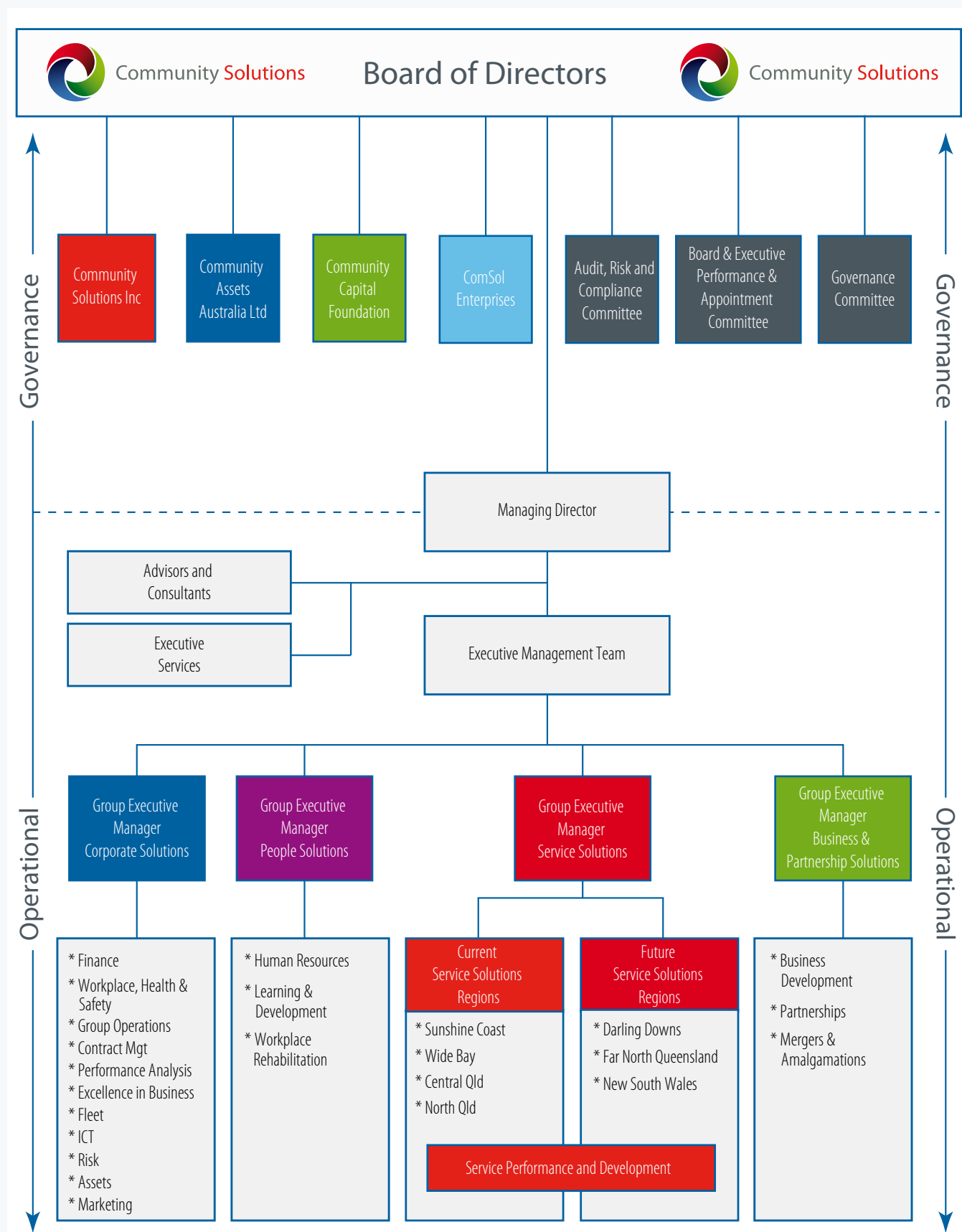
Executive Team and Executive Management Team

Governance

Our partners, supporters and funding agencies

Community initiatives

Organisational structure



service solutions

Jenny Madden, Regional Manager, Sunshine Coast

The Sunshine Coast has embraced the new regional structure with its usual high levels of energy and enthusiasm. As a region heavily-focused on diversified service streams, the opportunity to grow and diversify further has been a welcome one. During the 2010/2011 year, the Sunshine Coast team have worked very hard at maintaining strong community partnerships, looking for opportunities to grow and consolidate all streams of current business, and actively engaged in planning to broaden into areas such as Employment and Social Enterprise.

Our Training Services team has streamlined the delivery of Aged Care, Retail, Business and Work Placements and their commitment to teamwork and high quality service delivery has resulted in increased training opportunities, with two new areas of training to be introduced during the 2011/2012 year. Health and Wellbeing Services have achieved some wonderful outcomes with people of all ages and backgrounds receiving support and the opportunity to participate in a range of community activities. Our peer helper services of Street Angels and RaveSafe have once again been amongst the hands-on issues attached to alcohol and substance misuse in a broad variety of locations, and our Youth Support Coordinators continue to work in schools from Sippy

Downs to Bribie Island supporting young people to remain engaged in learning.

The future for the our region is filled with opportunities and with approval for our Community Garden received, we look forward to turning the first soil early in 2012. The region has a strong commitment to the development of the Lake Kawana Sunset Markets and our collaborative relationship with the Original Eumundi Markets is a key feature of this very exciting venture. The Community Capital Centre is attracting many tenancy enquiries and our Social Enterprise opportunities look sound.

As we look forward to the implementation of our newly-developed Sunshine Coast Regional Development Plan and the opportunities to further consolidate and diversify through new contracts and possible amalgamations, we continue to celebrate the successes of the past year whilst focussing on the importance of our "Team ComSol" approach. Although the geographic footprint of the Sunshine Coast is relatively small, the enthusiasm of our staff and their commitment to being a team with shared ownership of the region's full suite of projects, is of enormous value.

Kim Roberts, Regional Manager, Wide Bay

The recent transition to the regional model has seen commencement of Wide Bay's Regional Management Team and the adoption of new position titles for all team members, as well as changes to line management and the identification of new Service Leaders.

In an effort to enhance employment and training opportunities for our clients, the Gateway Model has been trialled with great success in Hervey Bay. This system enables more efficient and intensive referrals and introductions for our clients.

Following the integration of Employment Services, we are now realising efficiencies across our business units to add further value. We have a full compliment of staff and have had the opportunity to provide job expansion and job diversification, which has also allowed us to utilise our retention strategy of employing people in their area of strength.

Training Services continue to deliver a range of innovative and relevant programs to a diverse range of participants including disengaged youth, the long term unemployed, parents and carers returning to the workforce, people from non-English speaking backgrounds, Indigenous participants and clients from the disability sector.

The Partnership Brokers team are working on new concepts for young people preparing to

transition into further education or the workforce. The future is looking promising with a few "irons in the fire" for 2012, including primary school engagement, indigenous support and development of existing projects.

The Youth Support Coordinator program is growing and adapting to contractual change. Feedback from the Department of Communities' Contract Support Officer has been extremely positive.

The Personal Helpers and Mentors team continue to deliver high quality services for those living with mental illness. This year has seen innovation across our sites, with music and gardening activities operating to support both inclusion and awareness.

As well as providing efficient administration and "front of house" support, the Regional Operations Team continue to focus on supporting service delivery, whilst maintaining a clear focus on operational risk and regional governance requirements.

Over the past year, the team have faced a number of changes and challenges, but all members have responded positively and adopted the Team ComSol Way.

Kim Roberts, Regional Manager (Interim), Central Queensland

The regionalisation of Community Solutions is well under way in Central Queensland with our structure now firmly in place. The last piece of the regionalisation puzzle will be the finalisation of our Regional Development Plan, which outlines our broad based strategic objectives for the next three years in line with our Strategic Plan.

Central Queensland continues to sustain employment through continued growth, reinforced by a strong economy in both the business and mining sectors with some \$146 billion earmarked for projects over the next decade. The mining, manufacturing, construction, agriculture, health, education and retail sectors account for 65% of the job market in CQ. Obviously with growth comes the need for training and education to support employers and employees across the region.

Our region is eager to assist this growth via our Disability Employment Services (DES), Training and Health & Wellbeing programs to meet the demand for skills development. At this stage, our team are focussing on the DES program to ensure we attain 4 star rating and meet the federal government performance benchmark. This has been notably supported by outstanding efforts

of our Gladstone and Biloela offices, which hold firm as 4 star providers. Emerald, Rockhampton and Yeppoon sites continue to make strong in-roads to achieving the 4 star ratings, with the deadline being March 2012.

Our Training portfolio is set to challenge other local providers, with plans to enter the construction industry market - an obvious space for training providers considering the mining and construction boom in CQ. With many large coal and gas projects on the immediate horizon (Bowen Basin and Callide regions), we plan to enter these markets with Indigenous employment programs as a central focus.

On another note, I must make mention of our PhaMS team in the CQ region, who continue to challenge the program parameters, and are currently investigating a program remodel to cater for a broader audience.

A highlight for our region this year was winning three Ergon Energy Excellence in Business Awards, which further demonstrates the recognition and status of our community work in the region.

Greg Cole, Regional Manager, North Queensland

The North Queensland region experienced a year of fluctuation and change during 2010/2011. As part of our organisational restructure, the paradigm shift from a service stream delivery and management focus, to management as a multi-service stream regional mode, has taken time to adapt to.

We are now starting to see the benefits of this new regional service delivery strategy, with new team members, facilities and assets all being managed by regional people.

Two amalgamations are about to come to fruition: with Pioneer Employment Service in Mackay joining the ComSol team and bringing their expertise in DES to add to the range of services

already on offer in North Queensland; and Compass Whitsundays joining us in Cannonvale, offering HACC and supported accommodation services and adding yet another string to our bow.

The future looks exciting in the north, with the potential of two new Community Capital Centres in Mackay and Cannonvale being established, which will allow us greater scope towards our multi-service type delivery model.

Some work has already been done to consolidate the services we already provide, and also to identify potential partners and/or amalgamations.

I'm excited!!

corporate solutions



The recent finalisation of the *Strategic Plan 2011-2014* has helped to clarify the enabling function of the Corporate Solutions team and give clear direction with respect to the team's key priorities. The last 12 months have seen significant resources and effort focused in the following areas to provide a strong platform for the delivery of the Strategic Plan.

➔ Risk Management and Emergency Management Plan (EMP).

At the February Board Risk Workshop, the Directors approved the new Group Risk Policy and Procedures and workshopped the major opportunities and risks facing Community Solutions. This workshop set the scene with respect to risk; reporting, mitigation, delegation and expectations. The development of a risk culture and the changing of behaviours within an organisation takes time, but thanks to the efforts of our Group Operations Manager, Luke Fitzpatrick, in developing our EMP and the support of our Regional Managers and Operations Coordinators, this transition has gathered momentum during early 2011 and the language and planning activities at the service level are being quickly embedded.

➔ Policy Framework and Intranet System

With the current and future growth of the Group with respect to geography, staff and services, it was prudent to undertake a complete review of all internal policies, procedures, forms and instructions. This review commenced in April with the Board Governance Committee approving the Group Policy Framework, and continued with diligence and enthusiasm under the stewardship of our new Quality Assurance Administrator, Deb Kerswill. This has involved much drafting and redrafting to ensure we involve all necessary stakeholders. This review, along with the implementation of our standalone intranet/incident/improvements system (iKey/eKey) to house these documents and many more, will be complete in early 2012.

➔ Workplace Health and Safety

With the restructure in 2011 and the solid platform provided by our Group Operations Manager, Luke Fitzpatrick and our outgoing Senior WH&S Coordinator, Don McCall, we have been able to expand the number and locations of qualified WH&S officers to ensure we provide sufficient coverage and resources to support our staff and clients. There has been a large investment in training and up skilling during 2010/2011 and as such we currently have four WH&S Officers, four Fire Safety Advisors, 19 First Aid Officers and one Electrical Tester and Tagger, as well as trained Workplace Safety Representatives in all 17 sites.

➔ Information Communication and Technology (ICT)

Our Group ICT Coordinator, Stuart Pinchen, has had another busy year juggling the demands of our expanding workforce, while keeping abreast of the requirements of the growing number of

services and the ever changing ICT environment. There has been a further rollout of training laptops, office relocations and security upgrades, along with reviews/upgrades of printers, bandwidth, mobiles and data devices and plans. Stuart has been ably supported by Jaimee Parmenter, who joined the Group in 2011 on a 12 month ICT Traineeship.

➔ Fleet Management

Due to the Group's expanding geography and services, a review was this year conducted of our overall Fleet Management with respect to leasing, service and cost. A closed tender was carried out and a national organisation that specialises in these areas was selected to provide these services. This agreement has provided an improved service for our drivers and an overall reduction in fleet costs due to the additional buying power, particularly with servicing and fuel. This outsourcing has now allowed our diligent Group Fleet Coordinator, Kev Everett, and prior to that Deb Kerswill, to concentrate on ensuring our vehicles are appropriate for the service and geography, safe for our drivers and available where and when required.

➔ Financial Management and Reporting

Following the introduction of Exo Business and Payroll last year, this year has been one of consolidation and enhancements for our Finance and Payroll teams, including the rollout of Exo throughout the rest of the Group entities. Lorraine Purdy, Lynn Mulholland, Di Berry and Jennefer Vayro have adapted well to the new system, made process improvements and continue to provide timely support and advice to our Managers and service people. Our Group Accountant, Beth Miller, has been busy structuring reports to suit the new regional structure and is now concentrating on process improvements to shorten the month end reporting cycle so managers can review and correct anomalies more quickly.

Finally, I'd like to thank the Board and Executive Management for supporting our team to make sound progress in all of these key priority areas, my Corporate Solutions teams and all the site administration and operations team members across our 17 sites, who provide front line support to our staff and clients.

Pat Burke

Group Executive Manager - Corporate Solutions



business and partnership solutions



By any measure, this has been an extraordinary year for the Community Solutions Group.

The vast majority of our people and stakeholders believe that our sustainable future is directly linked to growth. This belief is emphasised in the approved *Strategic Plan 2011 - 2014* and is featured in every level of planning within our organisation. This year we have consolidated past growth and actively engaged in expansion strategies that focus on filling our geographic footprint with services that are both new and familiar to the Group. Our Executive Team anticipate that our significant allocation of resources to this objective will see our Group grow by 30% during the 2011/2012 financial year, based on the progress of recently executed Amalgamation Memorandums of Understanding.

Over the last 18 months our Group has engaged in an organisational restructure, which has relocated much of the potency from our previous operational focus to four clearly defined regions. Each region has a Regional Manager driving a Regional Management Team. Concurrently, we have invested heavily in achieving strategic amalgamations with strong, like-minded organisations. At the very core of our growth strategy is the development of relationships built on shared values and aspirations. This investment is likely to lead to significant growth over the next financial year.

Work on a number of key relationships stands to increase our

turnover and staff numbers; creating attractive synergies while adding important growth areas like in-house accommodation and support for the aged to our continuum of services. These services fulfil an important need in our regional communities and are a reflection of the demographic change that will be so evident across much of our geographical footprint over the next two decades.

Our Governance, approach to risk and respect for compliance make our organisation attractive to successful not-for-profits which are delivering services to regional communities and are mindful of the quantum change that has occurred in corporate Australia over the last decade as it finally cascades into the community sector.

I'd like to thank our Board and Executive Management Team for their support and vision, which has seen our Group play such an important role in the evolution of our sector as it reforms in line with expectations driven by Government, the community and the people we serve.

Steve Dixon

Group Executive Manager – Business and Partnership Solutions

A stylized, handwritten signature in black ink, consisting of a large 'S' followed by a series of loops and a final dot.

people solutions



Following the extensive consolidation and consideration undertaken last year, 2010/2011 has been a year of significant transformation and growth.

The launch of *Creating our Future* has given us the motivation and platform to re-design our organisation to better meet the needs of our clients and services, people and teams, communities and the regions in which we operate.

Recognising the importance of our people and ensuring their development and success within our organisation is the focus of People Solutions. In recognition of the fact that our human resource development and management is critical to future success, six priorities have been identified as the platform from which People Solutions will find, keep, optimise and inspire our people. These include:

- Recruitment and retention
- Learning and development
- Performance recognition and reward
- Policies, procedures and practices
- Workforce planning
- Equal Employment Opportunities

For our people, the next year will be an extremely exciting period. Some of the initiatives currently underway include:

➔ **Team ComSol workshops** – All of our people will be involved in shaping the 'Team ComSol Way' during a series of Group-wide workshops.

➔ **Learning and Development Strategy** – During 2011/2012, People Solutions will develop and implement a learning and development framework to create programs including a leadership foundation; core skill set training; an online learning management system; and many more opportunities for personal and professional growth with the organisation.

➔ **Professional Development Reviews** – These will enable each team member to have their own personal development reviews; providing key measures and expectations, goals in line with organisational strategies, and career pathways for skills, training and qualifications.

➔ **Indigenous Employment Strategy** – After signing a pledge to the Australian Employment Covenant to engage an additional 26 team members of Indigenous of Torres Strait Island descent, we are committed to ensuring our teams reflect the diversity of the regions in which we operate.

➔ **OPIA - Our People In Action Awards** – An organisation-wide award recognition initiative to identify those in our organisation who best represent *Team ComSol – Our Values In Action*.

People Solutions' key objective is the development of meaningful relationships, which add value to the people and teams we support across the organisation. I would like to personally thank the People Solutions team of Brett Adams and Lynelle Andrews, who have taken the initiatives and priorities above and applied their professional skills as well as their personal passion and commitment to our all of people.

It is extremely gratifying to work with an organisation which is so committed to its people and communities, and to ensuring genuine and meaningful outcomes for its clients. For that I would like to thank the Board, Group Executive Management Team and of all our people and teams for their support and collective drive to design and develop a great organisation.

Natasha Read

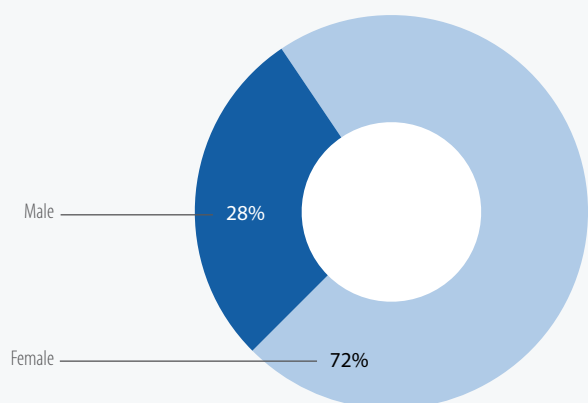
Group Executive Manager - People Solutions

A stylized, handwritten signature in black ink, appearing to read 'Natasha Read'.

Our 'Team ComSol' members

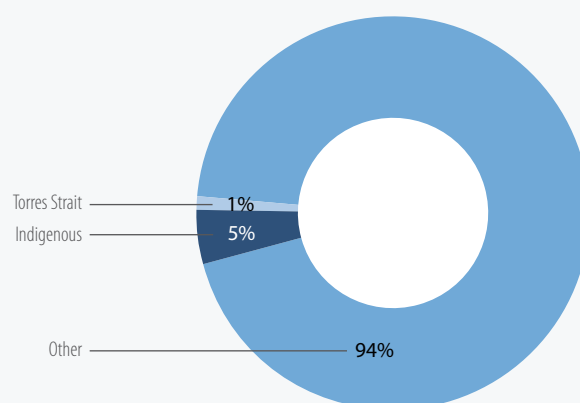
Our commitment to developing a team that is reflective of the communities in which we operate remains a priority

By Gender Diversity



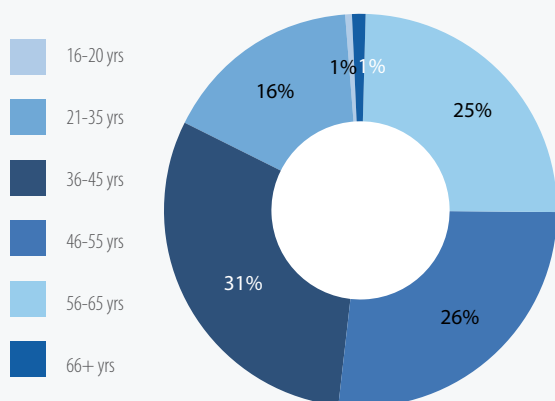
National community industry average = 87% female and 13% male

By Ethnic Diversity

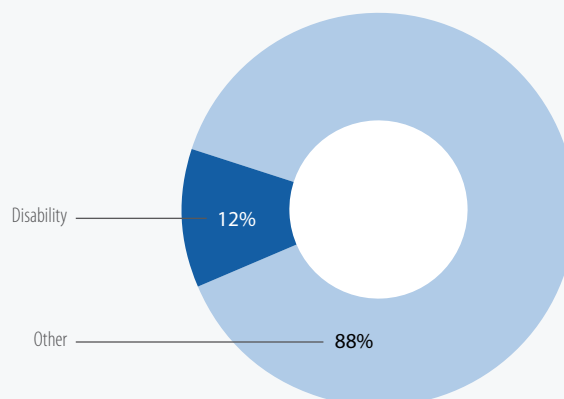


National average = 1.4%

By Age Distribution



By Disability



We acknowledge and express our appreciation to current staff and Board members who have been with Community Solutions/Community Employment Options for 10 years or more.

*Greg McDougall
Don Bayley
Sue Callaghan
Des Ryan
Diane Berry
Jenny Madden*

*Nicole Bycroft
Eric Moes
David Curd
Ian Coombe
Lynn Mulholland
Jeff Macfie*

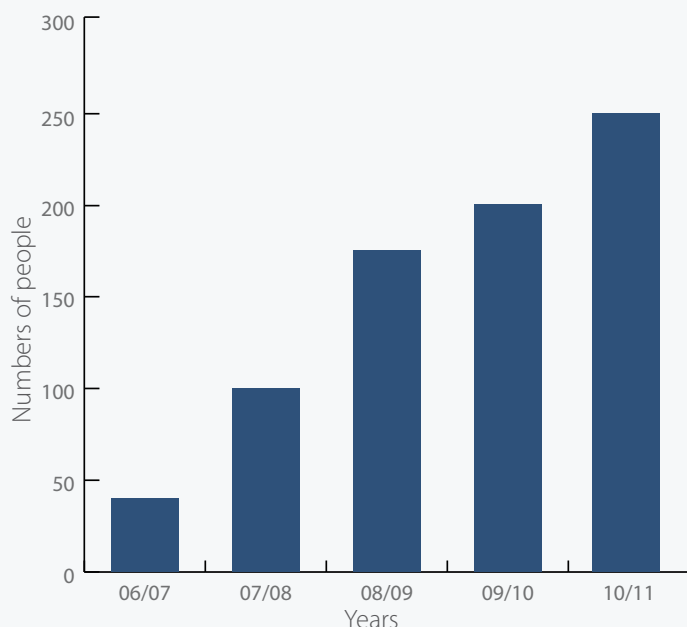
We recognise, acknowledge and thank our valuable volunteers for their dedication and commitment to our programs. Community Solutions is fortunate to have almost 300 volunteers.

Volunteers by Program

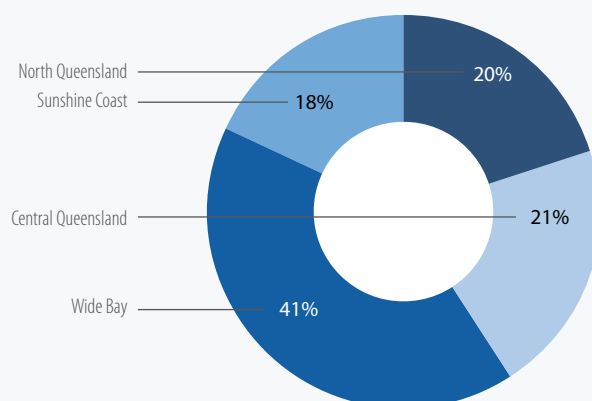
- Disability Employment Services
- Get Set For Work
- My Career Rules
- Personal Helpers and Mentors Program
- Street Angels
- RaveSafe
- Grandparents as Parents
- Generations Connect
- General



Growth of Team ComSol



Team Members by Region



Governance

The Governance processes of the Community Solutions Group (CSG) are managed and overseen by an experienced and professional Board of Directors, consisting of four non-executive Directors and one executive Director possessing a range of formal qualifications and professional experience in finance, business, law, human resources, disability and community issues.

The Board and Executive understand the importance of Corporate Governance practices which are robust, accountable and of a standard to meet the expectations of the organisation's stakeholders. As a result, the Group has adopted The Australian Governance Systems (TAGS™), which is based on the ASX Governance Principles, as its governance system.

During 2011, the Board reviewed the Committee structure to ensure it would appropriately meet the changing legislative landscape and also support the new Strategic Plan 2011-2014. The result was the formation of the Audit Risk and Compliance Committee (ARCC), Governance Committee (GC) and the Board & Executive Performance and Appointment Committee (BEPAC), along with new robust Terms of Reference for each committee.

The composition of these Board committees is drawn from both non-executive Directors and the Executive Team, with the Managing Director being a member of all three committees. These committees meet quarterly, before each Board meeting, and the Chairman of the respective Board committee reports to the Board at each Board meeting.

The role and responsibilities of the CSG Board and its committees include:

- Ensuring good governance with a comprehensive set of policies and procedures
- Observing fiduciary duties arising from the respective Constitutions, corporations law and relevant legislation
- Meeting the governance, compliance and public requirements of a Public Benevolent Institution
- Ensuring financial viability, solvency and sustainability
- Ensuring compliance with applicable legislation, regulations, policies and procedures
- Monitoring performance against the strategic plan and annual budget
- Ensuring effective management of risk
- Ensuring optimal use of assets and resources
- Promoting the reputation of the CSG
- Monitoring the performance of the Managing Director and approving the salaries of the Executive Team
- Monitoring its own performance, skill sets, training and development needs to ensure continual improvement

Board Meetings and Director Attendance – 2010/2011

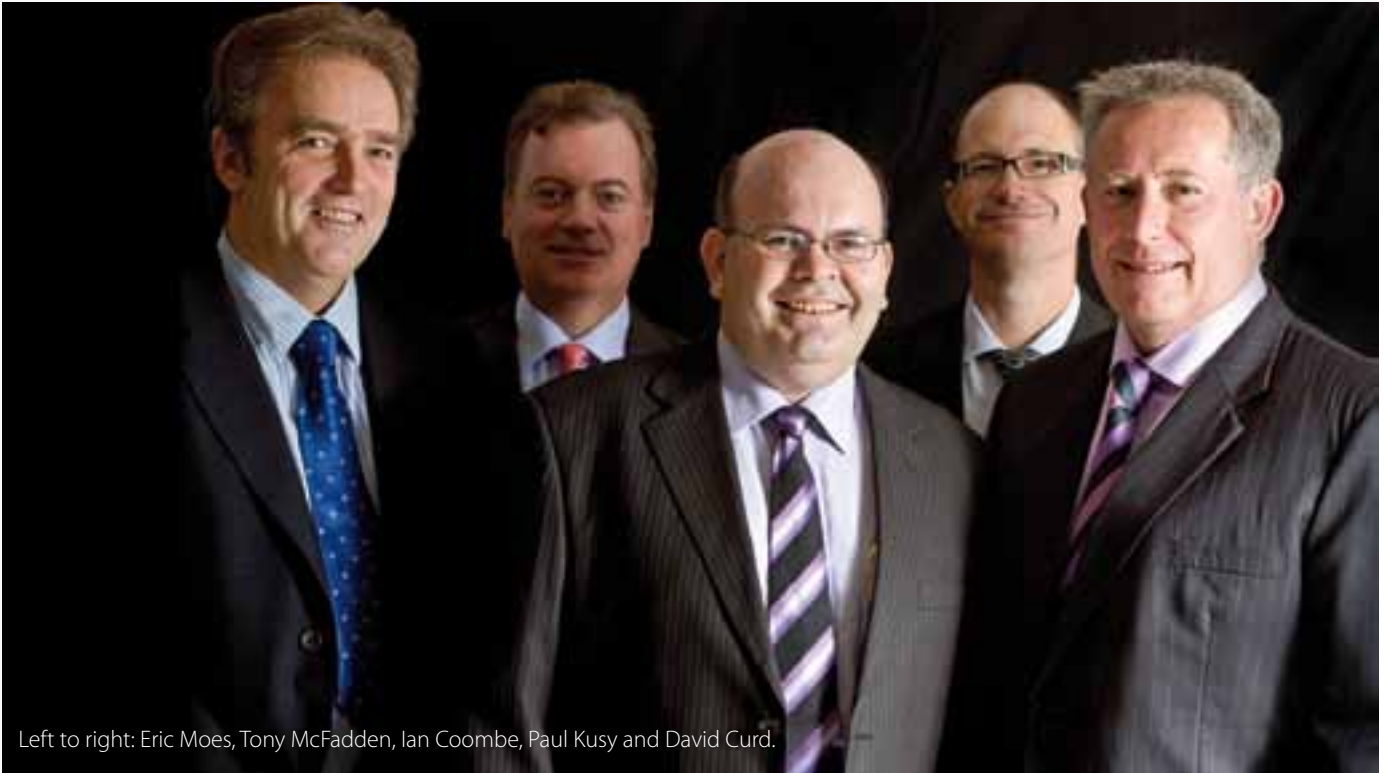
Director	Board Meetings		Audit, Risk and Compliance Committee		Governance Committee		BEPAC Committee		Strategic Workshops		Risk Workshops		TOTAL
	Number Held	Number Attended	Number Held	Number Attended	Number Held	Number Attended	Number Held	Number Attended	Number Held	Number Attended	Number Held	Number Attended	
Ian Coombe*	4	4					1	1	1	1	1	1	7/7
Tony McFadden	4	4	3	2					1	1	1	1	8/9
Paul Kusy	4	4	3**	2**	1	1			1	1	1	1	9/10
Eric Moes	4	4	3	3			1	1	1	1	1	1	10/10
David Curd	4	4	3	3	1	1	1	1	1	1	1	1	11/11

CS Group AGM held 3 December 2010 – all Directors attended

*Chair is required to attend Job Futures CEO/Chair Meeting held in Sydney

**No longer a member of this Committee

Board of Directors



Left to right: Eric Moes, Tony McFadden, Ian Coombe, Paul Kusy and David Curd.

Eric Moes

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

Treasurer

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 Branch Manager of Community Development for the Sunshine Coast Regional Council. Eric is also on the grants committee of the Buderim Community Foundation.

Tony McFadden

B.Comm., M.B.A., GAICD

Vice Chair

Tony is the founder and Director of James St 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 & Lybrand (now PWC) in Brisbane. Tony leads the social investment and future Foundation activities for the Community Solutions Group.

Ian Coombe

B. Bus., CA, MAICD

Chairman

Ian is a chartered accountant in public practice at CP O'Shea & Co, Rockhampton. Ian has been an owner or partner of the business since 1991. Ian is President of Central Queensland Rugby Union Ltd and Treasurer of Queensland Country Rugby Union.

Paul Kusy

B.Comm., B.Law

Secretary and Public Officer

Paul is a Solicitor and Senior Partner with Schultz Toomey O'Brien Lawyers (Sunshine Coast) with a specific focus on commercial law. Paul 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.

David Curd

B.Ed, Dip. Teach, M.B.A., GAICD

Managing Director

David founded Community Solutions Inc in 1998. David's strong academic and practical background in business management, balanced with a genuine commitment to community development, has assisted him to apply sound business principles to the governance and operation of the service and asset development organisations within the Community Solutions Group. David is accredited through the Australian Institute of Company Directors and has a passion for engaging with government, business and community sectors to create "community capital", thus ensuring the long term sustainability and wellbeing of regional communities.

David currently holds the position of Director for Sunshine Coast Economic Development Advisory Board, Job Futures Ltd and National Disability Service (Qld).

Executive Team



David Curd

B.Ed, Dip. Teach, M.B.A., GAICD

Managing Director

David has more than 20 years' experience in education, government, business and community sectors. In 1997, David was awarded a Winston Churchill Fellowship to study community development and drug prevention in the USA, UK and South East Asia. David founded Community Solutions Inc in 1998.

David currently holds the position of Director for Sunshine Coast Economic Development Advisory Board, Job Futures Ltd and National Disability Service (Qld).



Patrick Burke

B. Bus., Grad. Dip. Mgt, Grad. Dip. Fin Planning, FCPA, FAICD

Group Executive Manager – Corporate Solutions

Pat has 30 years' experience in the corporate sector including senior positions in finance, accounting, human resources, risk, compliance and business development. In addition, Pat was previously Company Secretary for a large joint venture company in the oil industry.



Steve Dixon

B. Ec., LL.B, GradDip ACG, MAICD

Group Executive Manager – Business and Partnership Solutions

Steve possesses extensive knowledge of the legal sector, property and governance. Steve managed Hervey Bay legal firm Bell Dixon Butler Lawyers for 15 years and has held senior leadership positions with the Chamber of Commerce and Industry for the past 12 years. He continues to serve on the Fraser Coast Regional Council's Economic Advisory Committee. Throughout his career, Steve has promoted significant business/community connectivity.



Natasha Read

M. Bus Admin, B. Commerce, GAICD, FAIM

Group Executive Manager – People Solutions

Natasha has a wealth of experience in the commercial sector, local government, education and governance. Natasha sits on local Boards and Committees including the University of the Sunshine Coast, Sunshine Coast Institute of TAFE and the Australian Institute of Company Directors.

With a career founded on business and human resource management, Natasha takes a proactive and committed approach to the management of individuals, teams and organisations.

Executive Management Team



Jenny Madden

Regional Manager Sunshine Coast

M.H.M.S. – (Ex.Sc.Prov.), B.A.; Grad Dip. Ed; Grad Cert Sports Medicine; A.S.D.A. (AMEB)

Jenny has over 20 years' experience in the government and community sectors; with a significant history in community engagement, particularly in drug prevention and public health within Australia and SE Asia. Jenny has lived and worked in indigenous communities and holds a strong interest in Indigenous health. Additionally, Jenny has undertaken major research projects into drug prevention and addictive behaviours to inform government policy. Jenny sits on the University of the Sunshine Coast Regional Engagement Committee; and the Sunshine Coast Regional Council Social Advisory Committee.



Kim Roberts

Regional Manager Wide Bay and Central Queensland

Adv. Dip Bus Mgmt, Adv. Dip Human and Physical Resource Mgmt, Adv. Dip Material Mgmt, GAICD

Kim has over 30 years' extensive experience in business management at an executive level. This includes, but is not limited to, Department of Defence, finance, accountancy, legal industries and Local Government. Kim has held Directorship appointments on the Flinders University, Thornton Group, SA Government 100 Project and HETA Boards.

Kim continues to serve on the Fraser Coast Regional Council's Economic Development Advisory Committee and is involved with University of Southern Queensland Economic Development Enterprise Centre.



Greg Cole

Regional Manager North Queensland

B. Teaching

Greg has almost 30 years' experience working in the community care sector and was previously the General Manager of Mackay based Pioneer Employment Service for 15 years. Greg has also held positions with the Commonwealth Rehabilitation Service and the Royal Australian Air Force during his impressive career.

Greg sits on Boards and Committees including:

- Tri Q Inc – a North Queensland based not-for-profit organisation, providing training and employment assistance to disadvantaged people through retail, manufacturing, engineering, motor vehicle maintenance and recycling arms.
- Rotary Club of Mackay North

Our partners, supporters and funding agencies

Our supporters

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

Sunshine Coast

Garry Crick Auto Group
Inner Wheel Sunshine Coast
Schultz Toomey O'Brien Lawyers
Shine Community Care
Salvation Army Maroochydore
Lionesses of Caloundra
Emerald Woods Neighbourhood Watch
Queensland Blue Light Association
Rotary Club of Caloundra
Sunshine Coast TAFE
Lions Club of Mooloolaba
John Pearson Consulting Ltd
Original Eumundi Market

Wide Bay

Bay Support Services Group Inc
Bundaberg Mature Women
CitiCoast Church
Queensland Country Women's Association Bundaberg
Bundaberg Business Women's Network

Officeworks

Super IGA Gin Gin
Fraser Coast Integrated Mental Health Services
University Southern QLD – Hervey Bay Campus
Wide Bay TAFE
Bundaberg Regional Council – Disability Sector Group
Fraser Coast Regional Council
Gympie Disability Sector Group
Hervey Bay Disability Interagency Network Group (Community of Practise)

Central Queensland

Rotary Club Rockhampton
Billiton Mitsubishi Alliance
LAC (Emerald & Blackwater)
Department of Human Service
Centrelink Clermont
Blackwater Community Centre
Huemillers Enterprises
The Multipurpose Centre

North Queensland

Compass Whitsundays Inc
Pioneer Employment Service Inc
Morris Corporation, Bowen
Crossroad Arts
Red Cross, Mackay
Madec, Mackay
Conservation Volunteers
Mental Illness Fellowship, Mackay
Rio Tinto
Art Space
Department of Environmental Resource Management, Mackay region
Officeworks
Dollars and Sense
Health Point Pharmacy
Max Employment
Advance Employment Inc
Spotlight
Crazy Clarks

Our partners and funding agencies

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

National Partners

Job Futures Ltd
Integratedliving Australia Ltd
Southern Cross University, NSW
Kia Motors Australia

Local Partners

United Synergies Ltd
Jobsmart Pty Ltd
Bridgeworks Training and Employment
University of the Sunshine Coast
University of Southern Queensland
Chancellor State College
Murri Watch Aboriginal and Torres

Strait Islander Corporation
Compass Whitsundays

Funding Agencies

Commonwealth

Department of Families, Housing, Community Services and Indigenous Affairs
Department of Health and Ageing
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

Local

Sunshine Coast Regional Council
Rockhampton Regional Council

Other

Telstra Foundation
Cancer Council Queensland

Community initiatives



As a public benevolent institution, Community Solutions and our committed staff actively contribute to the communities in which we live and operate. During 2010/2011 Community Solutions' team members supported a number of community initiatives including:

- Disability Action Week
- Relay for Life – Cancer research
- Schizophrenia – Swear Stop
- Cystic Fibrosis – Tour De Kawana
- R U Okay Day – suicide prevention
- Sunshine Coast Corporate Outrigging Challenge
- "Building Buddies" – bullying prevention day
- NAIDOC week
- Rocky River Run – youth suicide prevention event
- Youth Homelessness Matters Day
- Kids and Youth Active Inclusion project
- Jeans for Genes Day - Children's Medical Research Institute
- Mental Health Week
- Movember
- Various flood relief efforts
- International Women's Day
- Adult Learning Week



Financial statements summary



Treasurer's report
Profit and Loss Statement
Balance Sheet

Treasurer's report



It is my pleasure to submit the Community Solutions annual financial report for 2010/2011 on behalf of the Group Board.

The 2010/2011 financial year has been another year of great work and consolidation with the finalisation of the merger with Community Employment Options (CEO) now complete.

With the recent adoption of the Group's Strategic Plan and the regionalisation strategy now being implemented, it is worth noting that the Group now covers 17 sites across regional Queensland with over 260 staff and a consolidated turnover in excess of \$25 million.

The increasing complexity and size of the organisation and the significant numbers evident in the financial statements require careful analysis, monitoring and consideration by the Executive and the Board. Our resulting financial robustness is a credit to the whole team.

The financial reports show that Community Solutions Inc had an operating surplus of \$3.4million for the financial year ending June 30, 2011, which includes a donation from CEO of \$1.8 million and a Group Consolidated Result of \$1.1 million. This surplus will be reinvested back into the organisation to ensure its long term financial sustainability.

Community Solutions has a strong balance sheet, which bodes well for our long term financial health. At financial year end, Community Solutions Inc had total assets of \$13.6 million and total liabilities of \$4.7 million, giving a net equity of \$8.9 million.

I would like to particularly thank Pat Burke and the entire Corporate Solutions team for the great work they do in managing the finances and assets of the organisation, which provides great confidence to the Executive and Board as we move forward.

I thank all staff for their commitment and diligence for another great operating year.

Eric Moes

Treasurer

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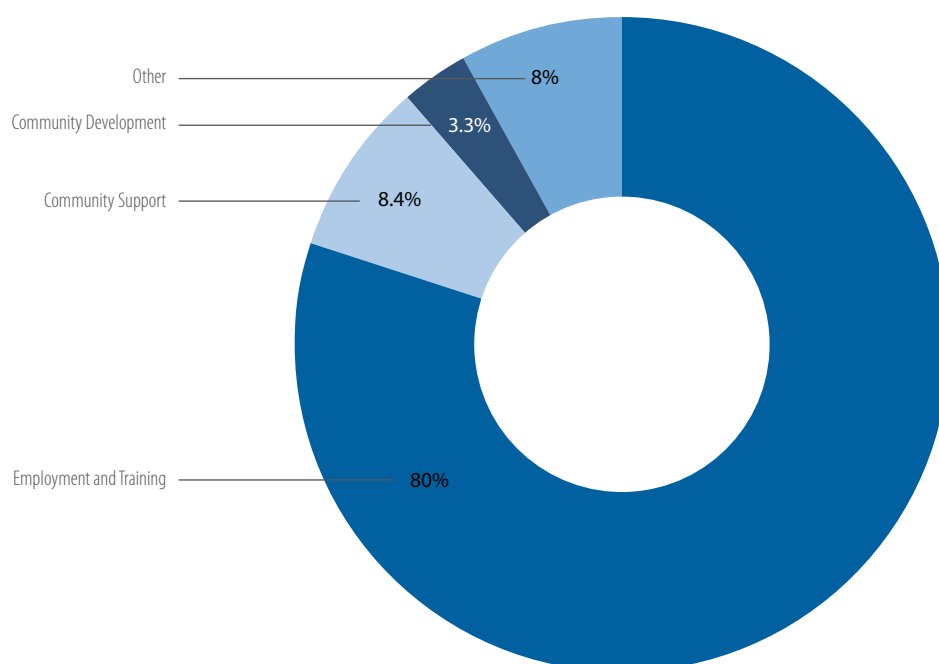
Profit and Loss Statement 2010-2011

Community Solutions Inc

ABN 47 209 006 415

	2011	2010
	\$	\$
INCOME		
Revenue	23,676,815	15,935,068
EXPENSES		
Employment	12,747,445	8,984,712
Premises and Facilities	1,805,096	1,183,467
Program and Client Costs	4,285,042	2,397,151
Corporate Services and Administration	2,169,120	1,752,194
Other Expenses	1,080,873	729,080
SURPLUS FROM ACTIVITIES	1,589,239	938,514
Donations from Community Employment Options Inc	1,786,219	–
NET SURPLUS	3,375,458	938,514

Income Type %



Balance Sheet 2010-2011

Community Solutions Inc

ABN 47 209 006 415

	2011	2010
	\$	\$
CURRENT ASSETS		
Cash and Cash Equivalents	1,937,562	1,989,646
Trade and other Receivables	711,074	813,017
Other Current Assets	113,473	132,980
TOTAL CURRENT ASSETS	2,762,109	2,935,142
NON-CURRENT ASSETS		
Trade and other Receivables	8,624,051	5,497,290
Loans to Related Entities	2,176,975	2,202,624
TOTAL NON-CURRENT ASSETS	10,801,026	7,699,914
TOTAL ASSETS	13,563,135	10,635,056
CURRENT LIABILITIES		
Trade and other payables	4,605,975	3,695,575
Borrowings	–	1,377,087
TOTAL CURRENT LIABILITIES	4,605,975	5,072,662
NON-CURRENT LIABILITIES		
Trade and other payables	112,423	93,115
TOTAL NON-CURRENT LIABILITIES	112,423	93,115
TOTAL LIABILITIES	4,718,398	5,165,777
EQUITY		
Retained Earnings	8,844,737	5,469,279
TOTAL EQUITY	8,844,737	5,469,279

Queensland offices

Queensland Head Office

Street Address
Level 2, Sunshine Coast Community Capital
Centre
100 Sportsmans Parade, Bokarina, Qld 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
St John's Gardens, 10-12 Torquay Road
Pialba Qld 4655
Postal Address
PO Box 3407
Pialba Qld 4655
Phone +61 7 4197 3111
Fax +61 7 4124 0511

Hervey Bay

Street Address
6/26 Taylor Street
Pialba Qld 4655
Postal Address
PO Box 3407
Pialba Qld 4655
Phone +61 7 4197 3131
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
4-5, 51 Kariboe Street,
Biloela Qld 4715
Postal Address
PO Box 321
Biloela Qld 4715
Phone +61 7 4992 4220
Fax +61 7 4992 1390

Gladstone

Street Address
Suite 3/32 Tank Street
Gladstone Qld 4680
Postal Address
PO Box 8040
South Gladstone Qld 4680
Phone +61 7 4977 8111
Fax +61 7 4972 7665

Emerald

Street Address
106 Egerton Street
Emerald Qld 4720
Postal Address
PO Box 1462
Emerald Qld 4720
Phone +61 7 4987 5211
Fax +61 7 4987 5053

Rockhampton

Street Address
189 Musgrave Street
North Rockhampton, Qld 4701
Postal Address
PO Box 5850
Red Hill, Rockhampton Qld 4701
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

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 4800
Postal Address
PO Box 578
Cannonvale Qld 4802
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

enriching people's lives
enhancing communities
developing regions

