



FINDING THE JOY

Annual Report 2016-17



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CELEBRATING 365 DAYS OF
FINDING THE JOY



MAKING A DIFFERENCE FOR 40 YEARS

VISION

1976

28-year-old Des Orr was young, passionate and forward thinking. He had a vision, and importantly a solution.

GUMPTION

1980

HHelp was born. Help Handicapped People Enter Life Project was a solution-focused group based on self-help for people with a disability. Funding was tight but community support was mounting.

BREAKTHROUGH

1981

Des and his small but dedicated team convinced Australia Post to feature the HHelp logo on the limited edition front cover for International Year of the Disabled. Channel 10 then celebrated their 21st birthday with a telethon that raised \$60K for HHelp.

GROWING UP

1986

Moved into the gardeners' cottage at 46 Hill Street thanks to Toowoomba Regional Council. Our first real office space.

MOMENTUM

1995

Government investors took notice. We became a legitimate service provider rather than a social group and employed a manager and staff.

2003

Changed our name to ASSERT Services to reflect our expanded services across Accommodation, Support Services, Education, Training and Respite.

2005

Became the first Queensland disability support organisation to be certified against Queensland's new disability standards.

FUSION

2013

Merged with Toowoomba Community Housing Service to deliver housing and home services including Home Assist Secure, maintenance and modifications. Stronger. Better. Together.

REVOLUTION

2015

Began a top-to-bottom re-think of who we are, what we do and how we do it, led by incoming chief executive Penny Hamilton.

Launched our bright new selves, YellowBridge QLD, with a new vision, mission, values and energy.

Became a public company limited by guarantee.

2016

Launched our first social enterprise, Collectables with Minister Coralee O'Rourke.

Achieved recertification of quality standards at the highest international level.

Named Community Group of the Year at the Business Excellence Awards.

2017

Strengthened our partnership program and merged with The Haven, which provides supported accommodation for young people.

WELCOME

Chair Report - Carolyn Brown

It is my pleasure to present the 2016-17 annual report for YellowBridge QLD.

It has been a privilege to serve a second year as Chair of the Board and be part of the many successes over the past 12 months.

To our surprise and delight, YellowBridge was named Community Group of the Year at the annual Business Excellence Awards hosted by the Toowoomba Chamber of Commerce. This is a fantastic achievement and recognises the hard work and commitment shown by our staff every day to making our organisation what it is today. I congratulate everyone who has contributed to YellowBridge being recognised in this way.

Receiving public awards and accolades reminds me of the iceberg analogy. The award or compliment is only the tip of the mammoth effort that has occurred behind the scenes. Nothing could be more true for YellowBridge this year. Where last year was about reform and goal setting, this year was all about consolidation and implementation – doing the hard yards and making good on our Corporate Strategic Plan.

It is one thing for an organisation to say it is going to do something but what matters in the end, and to our clients and community, is that we take decisive action and follow through on our good ideas and agreed strategies. I am pleased to report that we have demonstrated that we are willing to think big and prepared to do the hard work.

We are very proud of the supportive community around us who help us to make a real and meaningful difference every day. Our official partnerships in the private and public spheres have expanded to 21, which gives us great confidence that we are on the right track. Our Partnership Business Model is at the heart of who we are and how we prefer to operate. After all, we are better, together.

YellowBridge continues to develop a reputation for delivering high quality services to support some of the most vulnerable members of our community. This year we have again delivered an exceptional number of positive opportunities and experiences for our community.



**CAROLYN WITH DAVID WARD
AT THE HAVEN'S 30 YEAR
ANNIVERSARY CELEBRATION**

**IT HAS BEEN A PRIVILEGE TO SERVE
A SECOND YEAR AS CHAIR OF THE
BOARD AND BE PART OF THE MANY
SUCCESSSES OVER THE PAST 12 MONTHS.**

Our experienced and dedicated staff mean we are able to provide a high standard of care and support of which we are immensely proud. The fact that all our program areas delivered 100 percent of their contractual requirements further demonstrates our staff's commitment to excellence.

In November, we celebrated the 30th anniversary of The Haven, which provides supported accommodation for young people aged 16 to 18 years in the Toowoomba region. With much excitement, we then announced that this much-needed facility would officially join our organisation. The merger is a strategic step to secure The Haven's long-term viability. We are thrilled to welcome The Haven and its support staff into our organisation and be able to offer

our robust systems, processes and resources to support its operation for another 30 years and beyond.

Our unwavering commitment to safety, quality and due diligence has resulted in good reports by external auditors and regulators and our ongoing certification in key business areas. Congratulations to staff who helped the organisation achieve this.

I would like to acknowledge the support from the Queensland and Australian governments who provide us with the means to achieve what we do. I'd also like to take this opportunity to thank all our people for their efforts on behalf of the company and I thank my fellow directors for their ongoing dedication and leadership. Our success is indeed a team effort.

It is wonderful to visit any part of the organisation and see clients, staff and visitors living or experiencing the YellowBridge values. Whether it is the colourful costumes in the Carnival of Flowers Grand Parade, the artist series Christmas cards or the wonderful Yellow Bucket Appeal, you never have to look far or hard to **find the joy.**

AND HELLO

CEO Report - Penny Hamilton

Each year YellowBridge QLD grows stronger and better and this year has been no exception. There is much to celebrate in all corners of the organisation and we are swamped with stories that prove good things are possible when good people make good decisions.

Our commitment to our strategic goals has been unmistakeable. The direction is clear and our purpose is well-known. We want to connect lives and find bright possibilities and we will work together to explore every opportunity for our clients. Eighty percent of our strategic targets are fully delivered and the rest are underway. Every staff member is responsible for this progress and I'm grateful for their diligence.

We have experienced growth and success in all areas of the business and the demand for our services across housing, disability support and home services continued to be strong.

Our Housing team managed a portfolio of 131 properties, which enabled us to find safe accommodation for 428 people in need, a 60 percent increase on last year. They may be a small team but they definitely punch above their weight in terms of service delivery. I am proud of their lead role in the Toowoomba Housing and Homelessness Coalition and the compassion they show for people seeking safe refuge.

The Disability Support team embraced Australia's biggest social reform since Medicare – the National Disability Insurance Scheme (NDIS). On 1 January we welcomed its introduction in our region, eager to see the benefits for our clients. Without a doubt, the NDIS will give people with a disability unprecedented choice and control over how, when and where they access support and services; it is a game changer. The system is quite different to the former one-size-fits-all approach, which was built more around the needs of organisations and the system rather than people with a disability. We are still managing the practical implications of the new system but we are determined to make it work for the sake of our clients and their families. This is a once-in-a-generation reform that will benefit all Australians. We should all be proud of such a progressive scheme that values individual control and choice.

In Home Services, we expanded our service footprint by three to 13 townships and welcomed 980 new clients. The increase in client numbers was largely due to our successful Home Assist Secure campaign which ran in the second half of this year. This has been a great result because it means more older people are now aware of the financial assistance that is available to help them stay safe and secure in their own homes. Overall, the Home Services program delivered nearly 25,000 hours of service, assisted more than 3500 homes and finished the year with a strong contingent of 145 contractors and partners. A terrific effort.

We added a Youth Services portfolio to our key service areas and its signature program will be The Haven, which we welcomed aboard with much anticipation during the year. Having a youth focus in our organisation makes sense and complements our existing services. The Haven's six support staff do a fantastic job and we can't wait to see where this new focus will take us.



PENNY WITH CHIEF FINANCIAL OFFICER ADRIAN BONICA AND MCCONACHIE STEDMAN DIRECTOR SCOTT CUTMORE

WE HAVE EXPERIENCED GROWTH AND SUCCESS IN ALL AREAS OF THE BUSINESS AND THE DEMAND FOR OUR SERVICES ACROSS HOUSING, DISABILITY SUPPORT AND HOME SERVICES CONTINUED TO BE STRONG.

The Business Services team has worked diligently to improve our systems and processes. This involved a comprehensive review of our Quality Management Systems, which helped us to maintain our certification in five key business areas. They led a Business Efficiency Review during the year and designed the financial analysis tools to support our successful transition to the NDIS. To keep pace with new technologies, we undertook an extensive review of our information technology systems and completed the implementation of four major data systems, which will greatly enhance performance, reliability and data security across the organisation.

In a business like ours it is the people that makes the difference. We continued to invest significantly in the skills, safety and health of our staff by prioritising professional development and offering generous

wellness initiatives. The Safe and Well and Employee Assistance Program are important components of our commitment to our staff's safety and wellbeing. Every staff member completed their performance review and 86 percent reported being satisfied or better in their work.

If we are fortunate to have great staff then we are extra fortunate to have great supporters in the community.

We are constantly amazed at the generosity of local people, groups and businesses. We are very lucky to be part of a community with a big heart. Our Partnership Business Model was only introduced last year but already we have 21 official partners. We appreciate and admire each and every one of them. Particular thanks to Toowoomba Toyota who renewed their Exclusive Vehicle Sponsorship and McConachie Stedman who became the major

sponsor of our Yellow Bucket Appeal that delivered 238 buckets of joy to people in need at Christmas.

Lastly, I need to declare a significant weakness and absolute soft spot. Ever since our boutique op shop, Collectables, opened 12 months ago I have been smitten. I cannot help myself; I have to pop in every time it's open to marvel at the new donations and share a laugh with the clients and staff. It has truly been a transformative project, for us and our clients, and I extend a heartfelt thank you to every person who has supported us, in any way, since we opened the doors.

The significant achievements of YellowBridge would not be possible without the efforts and commitment of our many staff, supporters, funders and Board. I thank you all for contributing to our mission and for **finding the joy** in all you do.



WHAT'S IN A NAME



OUR NAME AND IDENTITY REFLECTS THE TYPE OF PEOPLE WE ARE AND THE TYPE OF ORGANISATION WE WANT TO BE.

It is full of optimism, pride and passion for our community and the people we help to build connected and meaningful lives.

The choice of colour, shapes and words are deliberate and significant. They speak volumes about who we are.

We chose yellow because it's a warm and happy colour that creates a sense of cheerfulness and optimism.

The word 'bridge' refers to connecting and linking lives and experiences. Bridges are also dependable structures for helping people to reach or discover new places in their lives, relationships or outlook.

We believe we can all be strong and positive bridges in each other's lives.



It is great to see HHELP which I joined in 2003 grow to YellowBridge today. By the way, I love the name YellowBridge.

- CLIENT'S MOTHER



VISION

CONNECTING LIVES AND FINDING BRIGHT POSSIBILITIES

MISSION

WORKING TOGETHER TO HELP LIVES SHINE

ON A MISSION

VALUES



WE PLACE PEOPLE FIRST

Our clients are at the heart of everything we do. They are our purpose and our reason. We dream of bright futures for them. We are determined to do whatever we can to help them lead proud and rewarding lives. This mission invigorates us.



WE ARE HONOURABLE

We have a strong moral compass that guides us. We act with integrity and honesty. Our instinct is to stand up for justice and fairness. We do the right thing even when no one is looking. If we say we will do something, we do it.



WE FIND THE JOY

We search for the best in all situations and all people. When faced with challenges, we find a positive way through. We make the time to listen, understand and help each other. Little acts of kindness is what we like to do. We have cheerful attitudes and big hearts.



WE AIM HIGH

We are proud of what we do for others. We believe it is important and makes a difference. This is what drives us to be diligent, reliable and accountable so we can achieve excellent outcomes that matter. When times demand, we are bold and have the courage to think differently.



WE ARE BETTER, TOGETHER

Our diversity is our strength. We work together to achieve our common goal. We appreciate, respect and uplift each other. We say thank you. No one is left on the sideline. Every one is part of the solution. We are one team.

BRIGHT SPOTS

Have
21 official
partners

This year's
highlights

Supported
more than 4560
clients across
four portfolios of
Housing, Disability,
Youth and Home
Services

Improved safety
and security at
2404 households
through the Home
Assist Secure
program

Winner Community Group of the Year in the Toowoomba Chamber of Commerce Business Excellence Awards

Provided housing for 428 people

Held more than 1300 disability group activities and provided over 91,000 hours of disability support

Completed 521 home modifications to help the elderly or people with a disability remain in their homes longer

Launched YB News

Maintained certification in five key areas

Celebrated the first birthday of our disability social enterprise, Collectables

Distributed more than 100 yellow poseys as part of our Posey of Kindness campaign

Merged with The Haven

Delivered 238 buckets of joy during 2nd Yellow Bucket Christmas Appeal

Introduced four major data systems

A STRONG BUSINESS

We believe a strong business needs good governance, high standards and a solid plan for the future.

QUALITY MANAGEMENT

We completed a comprehensive review of our Quality Management System. This led to us achieving or maintaining our certification in five key areas:

- ISO 9001 Quality Management System
- Human Services Quality Framework (Queensland Government)
- Community Care Common Standards (Australian Government)
- National Regulatory System for Community Housing Providers (Australian Government)
- National Disability Insurance Scheme (Australian Government)

TECHNOLOGY SYSTEMS

We undertook an extensive review of our information technology systems and completed the implementation of four major systems: SharePoint, SMS, ProSims and Asset Tiger. These new systems will greatly enhance performance, reliability and data security across the organisation.

FINANCIAL SUSTAINABILITY

The introduction of the new Finance Risk and Audit sub-committee has worked well and provided greater Board oversight in this area. We are proud that 100 percent of our service programs have fulfilled their contractual requirements. A Business Efficiency Review during the year led to 15 process changes which resulted in savings of more than \$70,000. The Business Services Team also designed the financial analysis tools relating to forecasting and reporting to enable a financially viable transition to the National Disability Insurance Scheme.

ENVIRONMENTAL RESPONSIBILITY

We recognise that caring for our community must include doing what we can to reduce our impact on the environment. We implemented eight initiatives to improve our practices across waste management, energy usage and consumption. We now use 100 percent recycled paper, store documents online and make authorisations electronically to reduce printing, recycle waste paper, accept the carbon offset fee on electricity bills, and recycle used toner cartridges.

BUSINESS DEVELOPMENT

We continued to develop and improve our Partnership Business Model and concluded the year with 21 official partnerships with a variety of private and public businesses and organisations. We expanded our service offer when we merged with The Haven, a supported accommodation facility on the outskirts of Toowoomba for young people experiencing homelessness. We were also the successful recipient of nearly \$450,000 worth of grants that were used to fund our Bright Futures projects.



WORKPLACE HEALTH AND SAFETY

The Safe and Well program celebrated its first year and has established a high profile throughout the organisation. Staff has embraced all that the program offers ranging from training and improved reporting to staff events and a myriad of wellness initiatives.

Risk awareness and management was high on the agenda to improve how we identify, report and resolve incidents and hazards in all areas of the workplace. We joined the Injury Prevention and Management Program run by Workplace Health and Safety QLD. The program helps organisations to improve how they prevent and manage workplace injuries. Our WH&S Manager worked closely with Bill Lewis at WHSQ throughout the program, which was extremely useful.

The WH&S Committee teamed up with 7 Springs Medical Centre to improve return-to-work processes. This resulted in our first flu clinic and a new partnership with the Centre's medical team for assisting ill or injured staff. We also introduced WorkCover QLD's Recover at Work program as a way to support our community and possibly assist an injured worker from another business to return to the workforce.

Our inaugural Safe and Well @ Twilight event for staff was held during National Safe Work Month. The guest speaker was psychologist Jamie Smith who delivers the Employee Assistance Program for our staff. His tips for handling stress at work were good advice.

In other staff presentations, the Home Services field staff enjoyed a visit from Jed Millen who broke his back in a construction site accident. Jed reinforced the importance of injury prevention and shared his inspiring story of recovery.

A \$5000 grant from Safer QLD Communities was used to provide our disability support workers with personal security devices. These are particularly handy when they are working alone and at night.



Congratulations on your win at the Business Excellence Awards. We look forward to working with you in the future.

- PHIL COOREY, SPOTTED COW



A BRIGHT BUSINESS

People, partnerships and positivity are at the heart of who we are and what we do.

BRIGHT FUTURES

Our Bright Futures Program goes from strength to strength. These special projects deliver opportunities and experiences above-and-beyond our core services and programs. Wherever possible, we have partnered with like-minded businesses because we know **we are better, together.**

COLLECTABLES

A boutique op shop that works as a social enterprise. It provides work and training opportunities for people with a disability - *with Foundation Partner Toowoomba Toyota*

MEN'S SHED

Provides men with a disability the opportunity to learn manual arts skills and build friendships. Some of their creations are then displayed or sold in Collectables - *with community supporter Heritage Bank*

RAINBOW CHOIR

Toowoomba's only choir for people with a disability led by an experienced music therapist. They perform regularly at local events and concerts.

POSEY OF KINDNESS

Two yellow poseys are distributed to people in need in the local community each week as a little random act of kindness - *with community partner Deane's Wedding Flowers*

YELLOW BUCKET APPEAL

Hampers filled with gourmet foods and gifts for people who need extra support to make their Christmas special - *with community partner McConachie Stedman Accountants*

NO BOUNDARIES MAIL RUN

A group of YellowBridge clients collect and deliver the mail for a number of local businesses - *with participating businesses*

SAUCE KITCHEN COMMUNITY GARDEN

Clients maintain the café and kitchen garden as a social enterprise - *with community partner Sauce Kitchen*

LETTERBOX DELIVERY

Clients assist with mail sorting and delivery - *with community partner Darling Downs Pamphlet Distributors*

MINI SOCIAL ENTERPRISES

YellowBridge provides seed funding to support a number of mini social enterprises that are operated by clients. These include Holmes' Handyman (who makes dog kennels and timber products from recycled materials), Dan's Art (who is an up and coming local artist) and Upcycled IT (who fixes and reuses old or broken IT equipment).



PARTNERSHIPS

One of our core values is that we are better together. We firmly believe that working in partnership with government, business and community is the best way to do business and create lasting benefit. Our Partnership Business Model challenges and inspires us to find new ways of working with others to achieve better outcomes. We welcomed 15 additional partners this year, taking our total number of official public and private partnerships to 21. We were proud to renew our Exclusive Vehicle Partnership with Toowoomba Toyota and welcome aboard McConachie Stedman as our first major partner for the Yellow Bucket Appeal. All our partners are important to us and help us bring joy and aid to our community.

Major partners

Toowoomba Toyota
Beyond Your Expectations!



TOYOTA

McConachie Stedman

TOP CULTURE

We care deeply about our staff and continue to invest in policies, strategies and activities that nurture a positive and productive workplace culture. Our Human Resources Strategy prioritises professional and personal development for all staff and encourages staff to devote a portion of their work time to community service or development activities. Almost two percent of this year's budget was spent on training and professional development for our staff. The popular Wellness Program offers more than 40 benefits to staff ranging from flexible work arrangements and training to gym membership discounts and free fresh fruit. It also extends to an Employee Assistance Program that provides staff with free access to an experienced psychologist for confidential sessions.



My day was a bit 'ordinary' until I received your emailed newsletter this morning. Reading about what you do is very inspirational and makes me so happy that there are people out there like yourselves doing beautiful things for beautiful people. Every one of you must be so proud of what you do.





OUR PEOPLE

Our staff is the bedrock of our organisation. We could not do what we do without their passion, dedication, skill and care.

We invested 1.8% of overall budget to providing targeted professional development to all staff. Each team member has a personal PD plan and budget so they can pursue the skills, training and knowledge opportunities they need and want.

Continual learning is encouraged and celebrated in our organisation and the result is a skilled and satisfied staff.

Staff are also encouraged to join in and give-back to the local community. We provided paid leave so staff could volunteer or participate. For three staff, this allowed them to be a Volunteer Mentor Driver in The Haven's young driver program.

Our Wellness Committee and program provides opportunities and experiences that bring joy to the workplace and improve the health and wellbeing of staff. Some of the initiatives include service awards, psychologist support, office snack stations and team sports.

111
EMPLOYEES

29
FULL-TIME

65%
FEMALE

3.78
AVERAGE YEARS'
SERVICE

50
PART-TIME

35%
MALE

103
CONTRACTORS

32
CASUAL



CELEBRATING DEDICATED SERVICE

15 YEARS

Sharon Nicholls

10 YEARS

Deanne McCoist

5 YEARS

Elizabeth Greer

Justin Bienke

Ian Craig

Doris Farquharson (6 years)

Darce Foley

Michael Lagu

Kimberley Langford

Nicholas Morgan

Chop Muir

Malcolm Pettigrew

Darcy Silver

Ryan Walker

David Willett

Rebecca Witney

27%

INCREASE IN STAFF AND CONTRACTORS ON LAST YEAR

19%

STAFF TURNOVER (MOST DUE TO RELOCATION)

1.8%

ANNUAL BUDGET SPENT ON PROFESSIONAL DEVELOPMENT

10%

WORK TIME FOR SPECIAL PROJECTS, COMMUNITY SERVICE AND PROFESSIONAL DEVELOPMENT

HOME SERVICES

This year we helped 4050 older Australians and people with a disability keep their homes safe, secure and tidy so they could continue to live independently.

We assisted clients across our three key services: Home Assist Secure, Yard Maintenance and Home Modifications. The total number of clients rose by 49 percent largely due to the success of the Home Assist Secure campaign, which ran from January to June.

Our team of contractors and partners also increased by 12 percent to 145. We worked closely with them to deliver our services across the 13 townships of Toowoomba, Gatton, Warwick, Chinchilla, Goondiwindi, Inglewood, Yarraman, Oakey, Millmerran, Clifton, Pittsworth, Highfields and Crows Nest.

We expanded our yard maintenance service into three new towns – Pittsworth, Highfields and Crows Nest – and commenced partnerships with reliable sub-contractors in these areas. More people are now eligible for yard maintenance assistance through the National Disability Insurance Scheme. Our future challenge will be to service this growing need as we are already operating at capacity.

We consolidated our data system and now operate with one central system for all programs. This is a significant step forward and enables us to maintain all client data and files in the one place.

We remained active in our community and participated in 10 separate industry forums and community events throughout the year including the Toowoomba Seniors Expo, Home Care Forum, Pittsworth Health Expo, NDIS Forum and QCC Future Forum.

Staff completed security training with Queensland Police Service and undertook training in the new data system. Six staff tested their defensive driving skills during a one day practical course.

We were pleased to receive 54 compliments from clients. Many clients expressed appreciation for the friendly and professional service from YellowBridge staff and contractors and said they would not be able to remain living in their own home without the program's assistance.

980

NEW CLIENTS

45%

INCREASE IN CLIENTS

3,529

HOMES ASSISTED

24,597

HOURS OF SERVICES

521

MODIFICATIONS COMPLETED

145

CONTRACTORS AND PARTNERS

54

REGISTERED COMPLIMENTS

“

Many thanks for a wonderful service to me. I really appreciate all the help you offer to us elderly people endeavouring to maintain and remain living in our own homes. Keep up this great service.

”



A well-travelled life

After a lifetime of travelling the globe and serving his community, John Arthur, 85, chose a peaceful street in Highfields to enjoy his well-earned retirement.

A quick count on the pages of his passport will find 29 stamped visas, hinting at a working life that was never dull and certainly not static.

As a young man he pursued adventure in Europe and did not shy away from a hard day's work. He picked up jobs throughout Wales, England, France and Germany in spinning mills, cafes and on the busy wharves.

He returned to Australia and completed pharmacy before enlisting with the Australian Army. He served twice in Korea where he was the Platoon Commander with the 3rd Battalion.

A change in direction saw him join the international cosmetics giant, Avon, where he would spend the next 29 years working his way up the ranks to Marketing Director for the American and Australian divisions.

Amongst the prolific travel and eclectic business pursuits, Mr Arthur has always found time for community service and has enjoyed a long association with Lions Australia and his RSL Club.

He shares his Highfields home with cat Mischa and dog, Alli, and enjoys

the serenity and security of living in his own home.

Government-funded programs such as Home Assist Secure, delivered in Highfields and Crows Nest by YellowBridge QLD, help Mr Arthur to stay living independently by providing financial assistance for home maintenance and security improvements.

"I like my own place. I can have my cat and dog, a study for all my books and photos, and enough room for when the family comes to stay," he said.

"I have lovely neighbours. They brought me a cake the other day and every Friday we head out to the café for a coffee. It's a pretty good place to live."

HOUSING SERVICES

Nearly 430 people were accommodated in our 131 properties, an increase of 61 percent from last year.

The sizeable increase was due to transitions in our larger properties, which enabled more eligible families to join the Community Rent Scheme program.

Our focus this year remained on managing the barriers that make it challenging for tenants to sustain a successful tenancy in the private or longer term social housing markets. We did this through our strong partnership links in support services, Rent Connect, private landlords and agencies. As a result, we assisted 53 households to transition to either private rental, the National Rental Affordability Scheme or long term social housing.

Balancing available funding with the community need continued to be a challenge. We met with the Department of Housing and Public Works and proposed a number of strategies that we hope will help to address this situation.

We made significant progress during the year in improving systems and processes. We investigated a new property and tenancy management platform to replace the outdated 'private-agency' system that is currently used. We plan to implement the new Chintaro system early next year. We then engaged a social housing policy specialist to assist us in developing an improved suite of policies, procedures and work instructions. These documents were completed in time for our first NRSCH

compliance assessment since initial registration in 2015. It was a lengthy but worthwhile process and the team was commended by the Registrar's compliance team during their visit in June.

In August, we participated in National Homeless Persons Week and staff attended the QShelter Conferences in Cairns and Brisbane. Our General Manager Housing Services, in conjunction with the Toowoomba Housing and Homelessness Coalition (THHC) continued to be the regional delegate for QShelter and attended the two half-yearly meetings. Darce also remained as Co-Chair of THHC, which delivered a proposal to the Minister for Housing about the Toowoomba Housing Connect Hub that operated with great success last year. The proposal is still being considered by the Minister and we anticipate that, should it be successful, it will align closely with the Minister's 10 year Housing Strategy due to be announced early next year.

On the staff front, there were a number of significant changes including two team members who left to pursue other employment opportunities. Despite the reduced capacity, the remaining team were able to maintain consistency in service delivery and fulfil the program's requirements. Three staff participated in Certificate IV Social Housing training and two are on track to complete their training early next year.

131

**PROPERTIES
MANAGED**

84

**NEW TENANCY
AGREEMENTS**

428

**PEOPLE
ACCOMMODATED**

60%

**MORE PEOPLE
ACCOMMODATED**



Thank you so much for helping my sister with a house and donated furniture. It has given them a good feeling in their heart. - FAMILY MEMBER OF CLIENT





Welcome gesture for new tenants

Clean Start is the inspiration of the YellowBridge QLD housing team who wanted to make life a little easier for their tenants moving in to a new home.

The program provides new tenants with a welcome kit containing quality, essential household items such as cleaning products and kitchen equipment.

“Setting up house is stressful at the best of times and it is even harder if you are facing other challenges in your life at the time,” said Darce Foley, General Manager of Housing Services.

“We are really pleased when we can provide someone with a safe place to live and Clean Start is like the useful house-warming gift,” he said.

“We hope this simple gesture helps them settle in to their new place and have a successful tenancy.”

The program received a welcome boost with a \$10,000 community grant from Arrow Energy through its Brighter Futures Program.

Brighter Futures supports local organisations that are dedicated to developing stronger Queensland communities.

“Brighter Futures funding provides grants to local community groups to help improve the social wellbeing of the communities in which Arrow operates,” Arrow Energy Community Relations Manager Peta Tucker said.

“This partnership with YellowBridge QLD is an important step in giving tenants practical support that can lead to long term sustainable housing outcomes.

“Stable and affordable housing is extremely important for families to be able to get ahead – these welcome kits will give tenants much needed help to establish and maintain their housing arrangements.”

“We are so pleased to see our idea become a reality thanks to the generous grant from Arrow Energy,” Mr Foley said.

“We know that our Clean Start initiative will mean one less expense and stress for our new tenants and that is a really good thing,”

YOUTH SERVICES

Toowoomba's long-standing residential facility for young people experiencing homelessness, The Haven, and its six support staff officially joined our organisation in April.

The merger was a strategic step to secure The Haven's long-term viability by collaborating with a larger organisation that shared similar values and a commitment to youth.

The Haven is the signature initiative in our new Youth Services program, which joins our existing programs in community housing, disability support and home services.

We are very pleased to welcome The Haven into our organisation and be able to offer our robust systems, processes and resources to support its operation.

So many young people in our community rely on The Haven to be a safe and encouraging place for them during a difficult time in their lives. We want them to always have that option available.

This year, the 24-hour facility accommodated 17 young people and provided 282 hours of mobile support to help external clients sustain their independent tenancies.

Aside from accommodation, The Haven also provided an extensive skill and support program that spanned life skills, financial literacy, school liaison and advocacy, employment assistance, transport, social camps and excursions and emotional support.

They also commenced the Dignity Learner Driver Program with a grant from Dignity First. The program helps young people to complete their 100 hours of learner driving training so they can obtain their drivers licence. It has attracted amazing support from local businesses; Complete Driving provides discounted driving lessons, Toowoomba Toyota services the vehicle and Golden Harvest Roadhouse donates fuel. Volunteer mentor drivers help the young drivers to reach their 100 hours. The Dignity First funding also helped The Haven to host Dignity Camps for the residents to develop life skills.

To top off a successful year, five residents graduated from high school with senior certificates and eight residents achieved their learner driver's licence.



Hi there. I lived at The Haven for two years in 1993-1995. I'm now completing my 3rd degree and I am a high school teacher. Just thanks. That's all I can say. Thank you so much.

MESSAGE RECEIVED VIA FACEBOOK



17

YOUNG PEOPLE ACCOMMODATED

365

DAYS OF SUPPORT PROVIDED

282

HOURS OF MOBILE SUPPORT PROVIDED

30

YEARS OF OPERATION CELEBRATED

100%

OF FUNDING REQUIREMENTS FULFILLED



Toowoomba's youth haven turns 30

Thirty years ago, a Toowoomba youth worker and her partner decided to build a house where young people experiencing homelessness could live while they completed school.

It was an ambitious plan that demanded significant time, resources, volunteers and personal sacrifice to make happen.

Dianne Surtees returned to her old hometown in November to celebrate the 30-year anniversary of The Haven.

Located on a tranquil rural block west of Toowoomba, The Haven is the city's only dedicated supported transitional accommodation for young people aged 16 to 18 years who are experiencing homelessness or at risk of homelessness.

Residents are supported by on-site staff who strongly encourage education, employment and independent living skills.

"Young people come to The Haven often with not much more than the clothes they are wearing

but always with the unwavering determination and resilience to overcome the challenges they are facing," The Haven's coordinator Donita Bellette said.

"We are privileged to support them to achieve the best possible outcomes in education, housing, employment and wellness in their personal lives," she said.

"We respectfully acknowledge that at times, families and young people may find themselves in a difficult situation and we are honoured to be able to offer a safe place, support and understanding."

Amongst the 90 guests that gathered for the 30-year celebration was local builder Hamid Magzub who donated his labour for the construction of The Haven in 1986.

Well-known Toowoomba land developer Clive Berghofer, who donated the excavation of the building site, joined them at the event along with past residents, community organisations, support workers, teachers and donors who have supported The Haven over the past 30 years.

"The Haven was purpose built with the love, support and generosity of many individuals and groups from Toowoomba," Mrs Bellette said.

"Without their support, and David and Dianne's vision and tenacity, The Haven as we know it today would not exist."

"We are so pleased that many of them could join us to recognise and celebrate everyone's contribution to this important community facility."

DISABILITY SERVICES

It was a momentous year for our disability services team with the official roll-out of the National Disability Insurance Scheme (NDIS) in the Toowoomba region on 1 January 2017.

Thanks to the earnest preparations of our NDIS Readiness Team, we and our clients were well prepared to embrace the transition and celebrate the benefits of this ground-breaking social reform. Ninety-eight percent of our clients chose to continue their support services with us under the NDIS, which is a significant achievement.

We took our NDIS responsibilities very seriously and wanted to help our clients and the broader community better understand how the scheme would work and why it was important. Our My Bright Way campaign aimed to increase awareness, understanding and acceptance of the NDIS. Our experienced disability support team helped clients to develop a tailored individual plan outlining their needs, goals and aspirations. The campaign culminated in a special community event at the Toowoomba Library with ACT Young Australian of the Year, Huy Nguyen. The highly successful photographic exhibition featuring 20 client portraits and their stories was the campaign's highlight and attracted widespread praise and admiration.

As a result of our positive NDIS transition experience, our General Manager Disability Services Jodie Collins was invited to present at four industry forums as well as

her role on the National Disability Services Transition Group (Toowoomba) and Workability Network Group.

During the year our disability support team grew by 20 percent to accommodate the increase in service demand generated by the NDIS. Our staff participated in a range of training spanning sign language, medication administering, infection control, nutrition and healthy eating, van hoist usage and NDIS workshops. Some staff were also supported to commence or complete Certificate III in Individual Support as part of our ongoing commitment to a skilled and qualified staff.

Our social enterprise, Collectables, has been a source of many smiles and proud moments since it launched in 2016. The boutique op shop provides vast opportunities for our clients to learn and develop a broad range of useful skills and experience. We also opened the co-located Men's Shed for weekly classes, which has been very popular with our male clients. The success of Collectables has ignited an infectious entrepreneurial spirit amongst our clients. At the time of writing, there are 10 micro social enterprises our clients have established as outlets for their personal talents and interests.

“

Thank you for giving me a wonderful morning full of pleasure and I hope YellowBridge and NDIS reach the heights we all wish for them. ~ CLIENT'S MOTHER

”

83

CLIENTS SUPPORTED

75

DISABILITY SUPPORT STAFF

10

DIFFERENT SERVICES OFFERED

1,300

DISABILITY GROUP ACTIVITIES

91,014

HOURS OF CLIENT SUPPORT



Best friends star in photo exhibition

Tony Town, 47, loves his fox terrier called Rocky. “He is my best friend. Every morning he barks to wake me up and then he licks my face”.

The two friends featured in the My Bright Way photographic exhibition alongside 19 other Toowoomba residents as part of a special initiative by YellowBridge QLD.

The large, black and white portraits were officially unveiled during a special event in September to mark the start of National Disability Action Week and celebrate the introduction of the National Disability Insurance Scheme (NDIS).

Each portrait was accompanied by a candid profile that shared an insight into the hopes, dreams and interests of each person.

The exhibition theme ‘My Bright Way’ was created by YellowBridge to welcome the NDIS and what it would mean for its clients living with a disability.

Coral Smith, 34, was proud to be part of the exhibition and enjoyed the experience of having a professional photographer take her photo in a real studio.

“I work at the op shop Collectables two days a week and that makes me very happy,” she said. “My job is to clean the shop, sweep the floor, look after the money and help people. I don’t feel nervous while I’m working, just good”.

When Tony was asked what his goals were in life he did not hesitate. “One day I would like to travel,” he said. “But only if I can take Rocky.”

STAR PROJECTS

We have enjoyed a busy and joyful year with these star projects – part of our Bright Futures Program.



COLLECTABLES

Our boutique op shop celebrated its first birthday in June.

The community's response to the social enterprise over the past 12 months has been beyond our expectations. This is our first social enterprise so we have been on a steep learning curve since we opened our doors. We knew that running a retail store, even a not-for-profit one, was no easy task but we believe so strongly in the underlying purpose – helping people with a disability.

The Toowoomba community has been phenomenal. They've embraced our little shop and the reason we exist. We have been so humbled by their generosity and support, from donating items that we then sell in store to being one of our treasured customers.

Customers are greeted by trainees who are supported by a YellowBridge disability support worker for the duration of their work shift. They learn a range of practical retail skills including customer service, operating the cash till and bank card machine, researching and pricing stock, preparing stock displays and working as a team.

Foundation Partner

Toowoomba Toyota
Beyond Your Expectations!





YELLOW BUCKET APPEAL

The 2nd Yellow Bucket Appeal exceeded expectations and smashed its goal of 200 buckets of gourmet Christmas goodies.

The bucket hampers were gifted to local people who needed a helping hand at Christmas including people with a disability and older people without close family.

Last year we achieved 100 buckets so we were very pleased to double the joy and distribute 238 buckets this year. This would not have been possible without the support of our first major sponsor, McConachie Stedman, who is Toowoomba's largest, locally-owned accounting firm.

"We know the good work that YellowBridge does in the community and my fellow directors and our staff wanted to support that in some way," said director Scott Cutmore.

"We have been operating in Toowoomba for more than 65 years so we really care about the local community."

"Helping local people by supporting the Yellow Bucket Appeal seemed a wonderful way for us to share the true spirit of Christmas."

Major Partner

McConachie Stedman



POSEY OF KINDNESS

We have continued to spread kindness by gifting yellow poseys to people in our community each week. So far, we have distributed more than 100 poseys to strangers and those we know need a kind gesture.

It was inspired by the Random Acts of Kindness movement and we have now made it our own. So, if you find a yellow posey on your doorstep or handed to you in the street, it may just be a gift from us.

Our enduring thanks to Amanda from Deane's Wedding Flowers at Highfields who skilfully prepares the bouquets for us.



It made my day and what a surprise when I found three lovely girls at my front door with the most beautiful bunch of yellow Chrysanthemums, my favourite colour and flowers.



Partner



ABOVE AND BEYOND

We take our work seriously and always look for opportunities to join in and give back. We strive to be a strong, positive voice and always add value.

SPONSORSHIP

Biggest Morning Tea

Bring Your Dog to Work Day RSPCA

Midnight Basketball Youth Program

Movember

Toowoomba Business disABILITY Awards of Australia

PRESENTATIONS

Cedar Training Centre

Crunch Allied Health Professionals and NDIS Information Evening

Living Gem Retirement Resort

Queensland Health - Allied Health Providers meeting

Queensland Parks and Wildlife, Department of National Parks, Sports and Racing and Department of Environment and Heritage Protection

Redlands Service Providers Forum

Rockhampton Community Service Providers Forum

TOM NET

EXHIBITOR/PARTICIPANT

Aged Care Provider Network

Clifford Park Special School Parents Expo

Commonwealth Home Support Program Forum

Disability Action Week

Home Care Forum

National Disability Insurance Scheme Forum

National Homeless Prevention Week

Pittsworth Health Expo

Queensland Community Care Forum

Toowoomba Carnival of Flowers Grand Parade

Toowoomba Regional Council Seniors Bingo (Yarraman and Clifton)

Toowoomba Regional Council Seniors Concert (Highfields)

Toowoomba U3A Seniors Expo



REPRESENTATION

Aged Care Provider Network

Co-Design Project

DSS Data Exchange Forum

Local Level Alliance

MIFQ Community Services Breakfast

NDIA Provider Information Sessions

NFP Governance in Regional Areas

Not for Profit Leadership Group

Nous Group

Property Manager's Networking Group

Property Management Networking Meeting

QShelter Asset Management Forum

QShelter Indigenous Advisory Committee

QShelter 2016 Leadership Forum

QShelter regional contact

Queensland Country Women's Association Country Kitchens launch

Skilling Queenslanders For Work Regional Panel

South West QLD regional NDIS workforce planning workshop

Toowoomba Chamber of Commerce

Toowoomba Disability Service Provider Network Meeting

Toowoomba Housing and Homelessness Coalition (Co-Chair)

Wellness & Reablement Review

FORMAL RESPONSES

STATE

Centre of Excellence for Clinical Innovation and Behaviour Support in Disability Services, Department of Communities

Home Assist Secure Client Case Study, Department of Housing

Queensland Mental Health Commission Survey

NATIONAL

Commonwealth Home Support Program Client Contribution Framework, Department of Health

Director and Executive Remuneration and Skills Survey, Governance Institute

Director Sentiment Index, Australian Institute of Company Directors

Single Aged Care Quality Framework, Department of Health

OTHER

Domestic Violence Survey, Queensland Council of Social Service

Energy Efficiency in Community Housing, Queensland Council of Social Service Wellness Survey, 10,000 Steps

Rental Property Energy Use Survey, Queensland Council of Social Service

The Governance Study, Australian Institute of Company Directors

GREAT PARTNERS

Our growing partner network is very important to us. We are stronger and better because of the tremendous support from our corporate partners and supporters.

GOVERNMENT PARTNERS



Australian Government



Queensland Government

MAJOR PARTNERS

Toowoomba Toyota

Beyond Your Expectations!



TOYOTA

McConachie Stedman

CONTINUING PARTNERS





NEW PARTNERS

Complete Driving School
 Golden Harvest Roadhouse
 Lions Club of Toowoomba
 Peter's Coaches
 Sauce Kitchen
 Southern Cross Austereo
 Tall Timbers Quilting Group
 The Springs Garden World

GENEROUS PEOPLE AND BUSINESSES

Anaconda Toowoomba
 Arrow Energy
 B. Peters
 B. Davies
 Easternwell
 Good Samaritan
 Heritage Bank
 Honda Foundation
 Ironbark Timber Supplies
 J. Anderson
 J. Kehl
 John Wallis Foundation
 N. Heslop
 Power Tynan Staff Charitable Trust
 Rotary Club of Toowoomba East
 Russell Mineral Equipment
 T & L Markey
 The Lady Bowen Trust Grants
 Toowoomba District Masonic Council
 Zaplec Pty Ltd
 Plus, everyone who donated to the Yellow Bucket Appeal and Collectables

Every care has been taken to include everyone who has supported our initiatives through financial donations or in-kind support. If we have missed anyone, we sincerely apologise.

OUR BOARD



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Director of Time Made



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Principal of Century 21
Marsden Realty



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Constructions



TERRI DELANDER-CURLE
DIRECTOR
Head Teacher at Oakey State
High School

OUR LEADERSHIP TEAM



PENNY HAMILTON CHIEF EXECUTIVE OFFICER

Penny Hamilton has more than 30 years' experience working with rural communities and has a strong passion for the ingenuity and resilience of people in rural and remote regions. Her professional life has spanned multiple disciplines including social sciences, agriculture, rural education, environment and the business of not for profits. Penny has undertaken the Senior Managers Program through the Melbourne University School of Business and is a graduate of the Australian Institute of Company Directors. She holds Bachelor and Master degrees in Agricultural Science, has always taken full advantage of professional development and is a keen student of life-long learning. Penny has a passion for workforces that are healthy, happy, balanced and cohesive. She loves the exuberance of youth and their ability to do almost anything, the people of her generation for their great skills and adaptability, and the elderly for their treasures of wisdom and tolerance.



ADRIAN BONICA CHIEF FINANCIAL OFFICER

Adrian is a qualified accountant and financial manager with over 20 years' experience in providing commercial business, advisory and accounting expertise to various sectors including health, hospitality, agriculture and retail. Having begun his managerial career with Carlton & United Breweries in the early 1990's, Adrian then formalised his commercial acumen which led to a professional accounting career and local small business ownership. Adrian has a passion for education and development. He holds a Bachelor of Science, a Bachelor of Commerce (Accounting/Law), a Graduate Diploma of Chartered Accounting and is currently undertaking a Master of Business Administration. He is a member of the Institute of Chartered Accountants and a graduate of the Australian Institute of Company Directors. Adrian's strong belief in social justice has driven his involvement in the Not for Profit sector as well as sitting on the boards of other local charity organisations. Adrian is driven to see others succeed, through support, education and empowerment.



DARCE FOLEY GENERAL MANAGER HOUSING

Darce has proven experience in the community sector with roles in community mental health, employment, disability services, youth, community welfare and social housing. He joined YellowBridge QLD in 2012 where he leads the Housing program. He is a Member of the Toowoomba Housing and Homelessness Coalition, Regional Representative for QShelter and holds qualifications in community services and development, mental health and social housing. Darce is a strong advocate for equality and social justice, particularly to reduce homelessness in our community.



MARIA SLOANE GENERAL MANAGER HOME SERVICES

Maria has a broad range of experience within the agricultural, health, aged care and government sectors. She joined YellowBridge QLD in 2010 and leads the Home Services program, which assists more than 4000 people every year. She is an experienced manager and in 2014 was named Manager of the Year at the Toowoomba Chamber of Commerce Business Excellence Awards.



JODIE COLLINS GENERAL MANAGER DISABILITY SUPPORT

Jodie has extensive experience in the community services sector with professional roles in aged care, allied health, training, disability management, and lifestyle and leisure coordination. She commenced her career as an Enrolled Nurse in Dalby and holds Diplomas in Community Services Management and Leisure and Health. She joined YellowBridge QLD in 2015 to lead the organisation's transition to the National Disability Insurance Scheme (NDIS).



DEEANN NATIVIDAD GENERAL MANAGER BUSINESS DEVELOPMENT

Deeann is a highly capable, results driven senior manager with a passion for delivering high quality employment programs and community services particularly with Aboriginal and Torres Strait Islander individuals and communities. She was a Finalist in the 2012 Telstra Business Women's Awards and is a member of the Ministerially appointed Queensland Indigenous Education Consultative Committee and the Queensland Rugby Union Indigenous Advisory Committee. *Ceased employment June 2017.*



KIM BUROW WORKPLACE HEALTH AND SAFETY MANAGER

Kim has worked in the community services sector for over 13 years and is experienced in disability support provision and coordination and workplace health and safety implementation and management. She holds qualifications in internal auditing, disability services and workplace health and safety as well as a Bachelor of Science (Psychology). Her passion for staff wellness and safety drives her to try and create a workplace that is inclusive of all and known for putting their people first. She strives to provide an atmosphere of collaboration between management, staff, clients and carers to ensure the best outcomes for all stakeholders. Kim prides herself on being able to provide support to diverse areas and achieve thoughtful and appropriate advice.



SANDY JENKINSON SENIOR ADMINISTRATION MANAGER

Sandy is an experienced and skilled administrator. She has spent more than 30 years working in a variety of local, state and national organisations including Pony Club South Australia, community psychology and diabetes clinics, RSPCA Queensland and Medicare Local Mental Health. Sandy joined YellowBridge QLD in 2015 where she leads the corporate administration team and provides personal assistance to the Chief Executive Officer.

FINANCIAL HIGHLIGHTS

INCOME AND EXPENDITURE SUMMARY

	Year end 30 June 2017	Year end 30 June 2016
Revenue	8,921,326	8,856,921
Expenses	8,709,824	8,856,095
Surplus/(deficit)	211,502	826

BALANCE SHEET SUMMARY

	Year end 30 June 2017	Year end 30 June 2016
ASSETS		
Cash and Equivalents	1,927,330	2,556,135
Total Assets	3,921,630	3,904,215
LIABILITIES		
Employee benefits	433,882	411,156
Unspent Funding	419,724	694,540
Total Liabilities	1,360,502	1,554,589
EQUITY	2,561,128	2,349,626

For the full audited financial statements for 2016/17 please visit our website or contact Adrian Bonica at AdrianB@yellowbridgeqld.com.au

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