

A Year With Us

2014/2015

**IMPACT
COMMUNITY
SERVICES**

surprise
yourself



Welcome¹

On behalf of IMPACT Community Services, I am proud to bring you IMPACT Community Services' Annual Report for 2014/15.

The last 12 months has been a period of awakening and evolution for our organisation in many ways – we reinvigorated our management team with new skills and fresh ideas, we invested in new technology that has improved the service capability of our business, we brought our organisation to life with a refreshed brand presence and colourful characters that promote the services we provide, and we have reviewed our relationships with business and industry with a view to increasing the employment opportunities for our jobseekers within the local community.

We have also learnt some hard lessons along the way, and realised that maintaining financial viability requires a consistent, balanced approach that does not lose sight of our culture, our ideologies and our people. Our people are the cornerstone of our business - they are our staff, our clients, our stakeholders, our partners and our funding bodies. Providing a quality, effective and fundamentally relevant service that provides improved life opportunities for our people is the reason why we do what we do.

(Continued page 16)

Tanya O'Shea

Chief Executive

IMPACT Community Services offer programs that help all individuals to live, grow and prosper in ways they never expected! We are a not-for-profit organisation that has been delivering services in Bundaberg since 1978.

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This booklet aims to be an introduction to our year's highlights and adventures, it is also meant to be an interactive document with a number of opportunities to link to our website for a more comprehensive overview. If you have any questions or concerns please contact our team on 4153 4233 www.impact.org.au

Every year IMPACT conducts a stakeholder survey. The results help us better understand how the services we deliver are perceived by others, and whether we are meeting the needs of the community services we work with. Surveys are completed by the community services sector, staff, volunteers, parents and carers, and our clients. More survey results are found throughout this book.

VISION

To lead the community in pioneering improved life opportunities

MISSION

Building a caring and inclusive community through opportunities which empower people, improve resilience, and social and economic participation

VALUES

Community, Empowerment, Equity, Innovation, Accountability



Power of many

IMPACT employment services are proud to be a part of the CoAct national network of locally-embedded community service providers. CoAct operates solely for community benefit and, as a member it opens our doors to a diverse range of specialists at one time - the power of many.

In June, CoAct hosted its Power of Many national conference at Parliament House. Mental Health Support Worker, Kerry Hodgson, was selected to represent IMPACT as our Local Hero. Over the years Kerry has overcome her own personal barriers, but this time, despite the nerves, she was thrilled to be presented with the CoAct Local Heroes award by Matthew Cowdrey, CoAct Ambassador, Olympic and World champion. Watch more on our [YouTube](#) channel

Active successes

For the past six years IMPACT has successfully delivered the federally funded Job Services Australia contract. However, in 2013 it was announced that this contract would cease. In April 2015 IMPACT were elated to hear of our successful tender and new five-year contract to deliver the redeveloped Australian Government's jobactive program.

The announcement was made by Minister for Employment Senator Eric Abetz. "The Coalition's new jobactive system will provide clearer incentives to ensure employment service providers are focused on better preparing job seekers

to meet the needs of local employers and helping people to find and keep a job."

IMPACT is committed to making this new contract as successful as the last and recognise that engaging with local employers to meet their needs and help them prosper is the key to success.

IMPACT currently has 37 staff members to support our jobseekers into employment. In the past 12 months we have helped on average 1600 people, across five sites throughout Wide Bay, each month and placed 550 people into employment or education, 29.4% of these clients have a disability and/or mental health.

"The employment services available through IMPACT were a great help when looking for staff. It was a very smooth recruitment process,"

James from Reclink





Improving lives[®]

IMPACT continues to provide quality person-centred support services for people with a disability through our Support for School Leavers, Post School Services, Providing Opportunities through Day Services and Australian Disability Enterprise programs. As Queensland fast approaches the implementation of the [National Disability Insurance Scheme](#) (NDIS), IMPACT's disability staff continue to monitor the scheme in preparedness of its rollout.

Manager of Support Services Danny Leary said, "As a local organisation with close ties to the community, it remains a priority of ours to help

guide people accessing the NDIS in the future to fully understand the consequences of the changes the NDIS will bring to person centred supports. As the biggest social reform in Australia since Medicare was introduced in 1975, the NDIS will rightly place emphasis on the goals and aspirations of the individual, their ability to exercise choice and control, and to participate in the community. IMPACT looks forward to assisting people through this change and refining its disability services to complement the transformation."

IMPACT staff supported 374 people with disability to LIVE an improved life





Recycling collects another 10 years⁺

In February 2014 we were approved for another 10 year contract with Bundaberg Regional Council to manage the Material Recovery Facility (MRF). "It is great news for us all, for IMPACT, our workers and the whole community. Some of the employees at the facility have been with us for more than 30 years; they can now rest assured their jobs have been secured," said Tanya O'Shea.

IMPACT commenced its partnership with Council to manage the facility in 2001 after merging with Independence Incorporated. recycling centre currently

has 33 staff, including 27 people employed with disability under the Federal Government's Australian Disability Enterprise.

Last year the facility processed 7500 tonnes of recyclable products including plastic, paper, cardboard, steel and aluminium. The new contract includes a skip bin service to complement the range of services already offered.

To learn more about how IMPACT supports people with a disability head to our website www.impact.org.au



Did you know?

Aluminium can be recycled endlessly? It is estimated that more than 80% of all Aluminium ever made is still in use today...

And by recycling one Aluminium can, you can save enough energy to run a TV for 3 hours. IMPACT recycled over 4.8 million cans last year, which saved enough energy to run a TV continuously for 1648 years.



Through Positive Start Parenting 63 parents and 47 children have been supported by IMPACT in the past year

Parents and children are the winners[®]

IMPACT was successful in June when we were awarded \$2.4 million from the Federal Government for two of our vitally important programs that support local parents and children. \$1.6 million will be used over five years for the Positive Start Parenting Program and \$843,005 over two years for the Family Mental Health Support Service.

IMPACT Support Services Manager Danny Leary welcomed the funding announcement by Federal Member for Hinkler, Keith Pitt.

“To have these programs funded again is a true indication of how valuable they are to our community and those

in need. Both services focus on early intervention and prevention so we’re helping the younger generations to learn life skills that will help them long term,” said Danny.

The Positive Start Parenting Program, which has been operating since 2004, provides early intervention and prevention services, and resources aimed at improving children’s development and wellbeing, and supporting those in a parenting role.

The Family Mental Health Support Service, previously known as the Mental Health Carers Support Service, supports children and young people who are showing early signs of, or are

at risk of developing mental illness to improve their wellbeing and reach their full potential.



“IMPACT really has given me a Positive Start. They have taught me how to be a parent without telling me how to be a parent. Before I came to IMPACT I was worried and not sure where to turn, I now have the skills to raise a young family and better my life in all aspects.”

young mum



"I can't believe how such a simple training session could turn my life around. I came out feeling more positive than I ever have."

Wow factor[®]

When the Queensland Mental Health Commission offered funding for Mental Health Wellness IMPACT was at the forefront in submitting an application. We received almost \$15,000 as part of the QMHC's investment in mental health programs across the state and received a visit from the Queensland Mental Health Commissioner, Dr Lesley van Schoubroeck.

The Wheel of Wellbeing (WoW) training was developed in the United Kingdom as part of a program for building individual and community mental wellbeing. It encourages awareness of wellbeing, and provides

simple tools and techniques to help keep things stay balanced and in perspective.

Three IMPACT staff were trained to deliver WoW in the Bundaberg and South Burnett regions and they have passed that knowledge on to over 130 more!

In the last 2014/15 financial year IMPACT supported more than 651 clients through the delivery of [mental health programs](#).

131
community members
participated in WoW
and 26 businesses
attended with 45
attendees.





37

Street Swags given to the homeless in Bundaberg while on street outreach



Help when it counts

IMPACT actively looks for opportunities to improve the lives of those in our region and this is only made possible by the continued support and donations that come from the wider community. We firmly believe that our community spirit is strengthened by the way in which we all work together and support each other.

Our partnerships with local businesses, community networks and individuals ensure we continue to deliver important and sustainable services to the people we support, who are in turn given the opportunity to engage with their community and enjoy a better life.

Whether your support was via a

financial contribution, goods and/or services or a one-off donation IMPACT's Board, Management and Staff sincerely thank you. Valued contributions have come from the following...



"We know that supporting IMPACT means funds go directly to those in need in our community."

Gary Black, The Waves
President

- Bundaberg Community Development
 - Bundaberg Lions Club
 - Shalom College - Adam's House
 - Learmonth's Foodworks
 - Brumbies Bakery
 - Casuarina Bakery
 - Blanket Buddies - Catholic Parish of Bundaberg
 - Indigenous Wellbeing Centre (IWC)
 - Regional Housing Ltd
 - Street Swags
 - Citicoast Church
 - Order of Malta
 - Bundaberg North SHS
 - Lifeline
 - Bundaberg Mature Women
 - The Waves
 - McDonalds (Bundaberg)
 - Salvation Army/Tom Quinn Centre
 - St John's Grace Fund
 - Lutheran Church Op Shop
 - Fun seekers
 - Friends of IMPACT
- small donations made over the counter



423
students
enrolled in
training courses
with an 80%
completion



Training triumphs[®]

During the past year 423 students enrolled in a training course at IMPACT with 80% of these fully completing their qualification. The holistic approach and wrap-around support for students across the full suite of IMPACT services ensures every person's abilities are catered for to set them on the right path. IMPACT is a Registered Training Organisation (RTO number 0115) that offers both accredited and non-accredited training.

We currently deliver the Queensland State Government's [Certificate 3 Guarantee](#) program with Certificate III levels for Disability,

Home & Community Care, Aged Care, Hospitality and Business Administration. Our trainers work diligently with students to assist them in finding employment after the course is completed. Of the 75 trainees who completed community services training this year, 100% achieved a full qualification, 40 have to date found work and of this 40, 53% were employed by the organisation who hosted their vocational placement.

The [Skills for Education and Employment](#) (SEE) program has been providing students with enhanced literacy and numeracy skills since we were awarded funding in 2013. In

the last financial year we supported 47 people who engaged in literacy training, communication skills and confidence building.

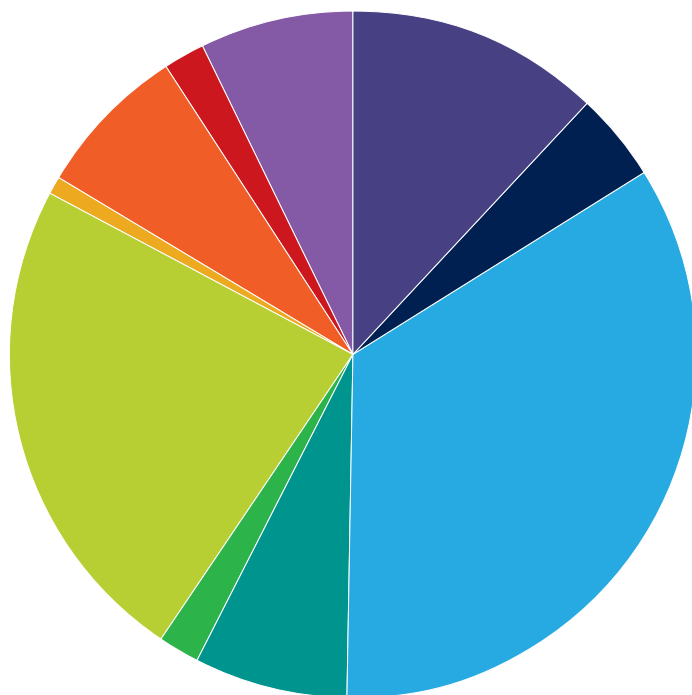


"It has been an awesome 17 weeks. Our whole class pulled together for the best results, and we couldn't have done it without our wonderful teacher."

Linda, student

Financials

2014/15

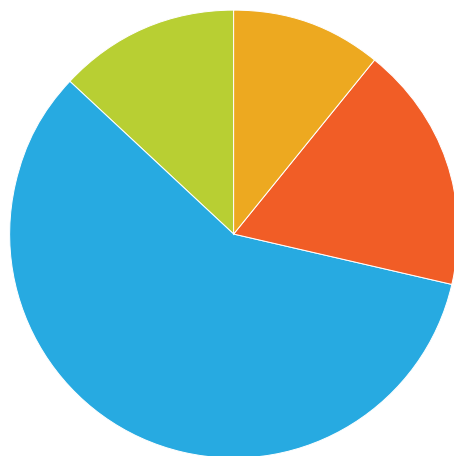


Funding Sources

ADE (Recycling)	12%
Disability Services	4%
Employment Services	34%
Enterprises	7%
Investments	2%
Mental Health Services	23%
Philanthropic	1%
Training	7%
Volunteering (Community Visitors Scheme)	2%
Youth Services	7%

423

students enrolled
training courses with
80% completion



Service Delivery Costs

Admin & Governance	11%
Enterprises	18%
Client Service Delivery	59%
Payments to Service Delivery Partners	13%

465
people
supported
by IMPAC

d in
th an
n

68.8%
of staff
volunteer in
the community

Our Outreach
Service made **400+**
connections with
Bundaberg homeless
and those in need AND
helped educate kids in
6 local high schools
with child safety
awareness activities

On average we
drive **250,000**
km/yr to support
our people

24
new colourful
characters now
represent our
services

11,000

paper dolls strung
together to make 1.5km in
a Guinness World Record
attempt (unsuccessful)
for Social Inclusion
Week

986
Facebook
fans

85% of
employers surveyed
say that **IMPACT**
delivers high
quality services

651
people
supported by
our mental
health services

7
e
ed
CT

Let our numbers tell a story

We supported
550 people into
education or
employment with
over **240 local**
employers

2
resident ducks
who enjoy our
pool a little too
much

**140 staff &
169 volunteers**

7500
tonnes of
rubbish
recycled

We surveyed half
of our staff on their
allegiances during
State of Origin...

QLD 57%
NSW 14%
29% really don't care

2 houses were
delivered
for our new
accommodation
model

An average
25,000 phone
calls are received at
reception each year,
and **68,000** phone
calls plus **30,000**
text messages are
sent supporting our
clients

1 Dragon Boat
Challenge title
maintained by
Team IMPACT



Enterprising ideas[®]

IMPACT is always looking to be involved in activities which align with our commitment to support and diversify our offering to the community. When the opportunity to work with [Cane2Coral](#) on their community based fun run and fundraising event arose we felt that it matched our criteria.

Jason Pascoe, Cane2Coral President said “The Cane2Coral Management Committee choose IMPACT to undertake the important role of event coordination for the C2C fun run because of IMPACT’s proven record for quality, professional service delivery. IMPACT has the staff and the facilities

required to manage Bundaberg’s most iconic fun run event.”

2015 marks the 6th annual Friendlies Cane2Coral Fun Run which traditionally attracts over 2500 people in the community including participants, volunteers, sponsors, businesses and spectators. All profits raised from the Cane2Coral event go back into local community charities with more than \$269,000 being donated to date.

To maintain IMPACT’s future sustainability it is imperative we look at new ways to source future revenue. As part of our diversification strategy we hired an events coordinator to

manage the Friendlies Cane2Coral, as well as, other future events and fundraising activities. This position has been added to our already established commercial enterprises, which include:

- [NEW IMAGE Detailers](#)
- [NEW IMAGE Commercial Cleaning](#)
- [NEW IMAGE Laundry Services](#)
- [Makka Lures](#)



“Location was perfect, run was scenic and volunteers were friendly and overall very well organised.”

first-time Cane2Coral entrant



Our people

68.8%
of staff volunteer
their time outside
of work to other
community
endeavours



At IMPACT we recognise, reward and celebrate our people on their achievements in delivering our programs and services in our community. Our staff continually engage with specialist services in our community to ensure the best possible outcomes for our clients.

Our people stand by our vision to improve lives and empower our clients to live, grow and prosper in their chosen fields.

This past year we have recruited additional staff and volunteers to deliver and support our programs and services. As at 30 June 2015, our 140 staff were made up of 105 full-time, 16 part-time, 3 fixed-term contractors and 14 casuals. These staff were in turn assisted by 169 community

volunteers to help the service delivery of our Community Visitors Scheme, Street Outreach Service, community choir, disability advocacy, tutoring, IT, grounds and maintenance.



“IMPACT is a great organisation to work for, they offer a great work life balance and treat all staff with kindness and understanding. I enjoy each day that I attend work.”

David Batt Chair's Report^h



It has been another busy year for the Board, Management and Staff of IMPACT Community Services. We are well on track to fully implement our three year strategic plan and although we are only one year in, many of our goals are either completed or very much on schedule and being implemented as per the plan. I would like to congratulate all staff for their efforts in jumping into this ambitious strategic plan and working so hard to get off to a great start.

As well as moving ahead in the strategic plan our management and staff had 12 months of regrouping after a major restructure which had affected all areas of the organisation. The implementation of the restructure over the last 12 months has seen a huge turnaround not only in the

way we do business but also to our bottom line with a healthy financial surplus achieved for the first time in several years. I'm sure with the results achieved everyone can be assured the short-term pain has brought with it long-term gains to the organisation.

One thing for certain around IMPACT and that is we don't do things in halves. While bedding down our restructure the year also brought with it our rebranding initiative – moving away from our 'IMPACT Make your Mark' brand to the now well-known and well viewed 'IMPACT Community Services'. I'm sure many of you have seen our colourful silhouettes around town during the 'phase in' and which are now situated out the front of our offices, along with them being painted all over our buildings inside

and out – it has really brightened up our workplace. We may have rebranded but we are still the same local, community based, not-for-profit organisation whose Vision remains – 'to lead the community in pioneering improved life opportunities'.

Our management and staff were also busy getting together our submission for the new Job Services Australia tender under the 'jobactive' banner and after working so hard over the last five-year contract to get thousands of locals into job placements we were over the moon to receive the news that IMPACT will continue on over the next five years of the jobactive contract in the Bundaberg Region – The board is very proud that IMPACT did not lose any business to the now major players that are coming into this



job placement space in the region.

Our accommodation strategy has also moved forward in the last year with two houses relocated onsite and currently being 'remodelled' (to put it lightly) before being opened to the needs of the community. The Board continues to review our 'Social Enterprise' model of small businesses as well as support our self-funded and much needed 'IMPACT Street Outreach Service' that is supported by many community volunteers from throughout the region.

We were also very proud that the partnership between IMPACT and the Bundaberg Regional Council (BRC) was cemented with BRC honouring a further 10 year contract with IMPACT to continue our Recycling and

Collection services which currently employs 27 IMPACT staff with special needs at the Material Recycling Facility on University Drive. The staff are thrilled to know their jobs have been secured for another 10 years.

Once again IMPACT has delivered services and supported more than 4657 people throughout the region during this financial year and I would like to personally thank and congratulate our Chief Executive Tanya O'Shea and General Managers Steve Beer and Leonie Carlile, our Managers and all IMPACT staff who together have achieved fantastic outcomes for the year.

IMPACT is very blessed to have so many like-minded community volunteers who put in hundreds of hours to many areas of the

organisation and I thank them all for their time and enthusiasm. This group of volunteers includes our Board of Directors who put in many hours of their own time and effort without financial gain, to move the organisation strategically forward to a bright and financially sound future and I thank you all for the commitment you have put in over the last 12 months.

David Batt
Board of Directors Chair

To meet the whole Board of Directors team please go to www.impact.org.au

Tanya O'Shea Chief Executive^h



Continued from page 2...

The IMPACT Board and Management use the 2014-2017 Strategic Plan as the foundation tool for all decision-making. It is therefore appropriate that the outcomes reported are aligned to IMPACT's current strategic objectives.

Promote

IMPACT Community Services Inc replaced Bundaberg Skills Centre Inc as our legal entity, while our trading name IMPACT Make Your Mark was superseded by IMPACT Community Services to maintain consistency and reduce confusion for stakeholders. This change was supported by a new brand, which aimed to improve the congruence between stakeholder

perception of 'what we do' and the programs and services that the organisation actually provides. IMPACT's new brand is strengthened by an upgraded website filled with real life stories about overcoming adversity and achieving empowerment, promotional characters that are representative of consumers who access our services and a freshly painted colourful exterior for our premises which aims to provide a welcoming, safe and professional environment for all to visit.

Invest

Our investment and commitment to upgrading technology has been poor in recent years. Our investment in quality, innovative and value

for money technology which will enhance our capability and service provision (while digitally mobilising our employees and our clients) has therefore been an ongoing priority for the organisation over the last 12 months.

Develop

Maintaining an appropriate level of focus on improving and maintaining performance within our core business has at times been a challenge. While we are committed to providing high quality and effective services, achieving a balance in energy/output, appropriate allocation of resources and overcoming the tendency to rely on past success has at times impeded our ability to provide the best possible

service for our people. Listening to our people and getting a clear understanding of how and where our services can be improved is therefore imperative – without this information we are not in the best position to capture, collect and learn from our past mistakes so that we position ourselves to be a strong and resilient service provider into the future.

While we work hard to provide all of our people with the best possible environment for them to achieve their goals, we recognise that effectively achieving this requires engagement and collaboration with others. We therefore continue to be interested in exploring partnerships with other like-minded organisations who have similar philosophies to IMPACT and are committed to enhancing the services available to a range of people within our community.

Grow

Past and present contract performance has precipitated opportunities for new and increased service streams for IMPACT over the last 12 months. New initiatives funded by the Department of Social Services in Family Mental Health Support Services and the Families and Communities program has enabled IMPACT to continue to deliver highly responsive intervention programs that are aimed at improving the life opportunities for children and young people. In addition, gaining business in the new jobactive contract will ensure that we carry on our good work from the Job Services Australia contract, a program that has

successfully enabled us to engage with industry while supporting our clients to find and remain in sustainable employment.

Visiting other service providers to share experience, investigate alternative service delivery models and discuss future opportunities continues to be a key focus. Even though the rollout of the National Insurance Disability Scheme (NDIA) in Queensland is still unknown, organisations such as IMPACT still need to be adequately prepared. Part of this preparation for our organisation has included discussions with pilot sites, service providers and NDIA representatives to ensure that our people are well informed and in the best possible position to support our clients effectively throughout the NDIS transition.

Identifying non-government funded revenue streams also continues to be a key focus for our organisation. Last year we moved two houses donated by Queensland Health onto IMPACT land, which increased our accommodation portfolio to six houses. In addition, we appointed an Events Coordinator, who manages key community events such as the Friendlies Cane2Coral fun run. The organisation would also like to acknowledge support received from the community for programs such as the IMPACT Street Outreach Service (formerly UCan Van), which provides outreach services to the homeless, mostly at night, and information/ personal development activities within the community during the day. A big thank you to Shalom College teachers and students, The Waves, ATW

Netball Club, The Grace Fund and the Bundaberg North Lions Club who have all provided invaluable support and funding for this service over the last 12 months.

Balance

Achieving balance in our finances has been of critical importance to the organisation over the last 12 months, with the implementation of a number of strategies which have been directly targeted at improving the financial literacy of IMPACT's Directors, Management and Staff. Directors now receive financial dashboards that highlight and explain any variances to budget, while managers are now accountable for the development and ongoing review of their own individual program budgets. In addition, the introduction of cost centres has improved the organisations capacity to identify and reduce unnecessary expenditure, which has contributed significantly towards returning the organisation to a surplus position.

Manage

The last objective within the strategic plan is entirely focused on managing and reviewing our portfolio of services, with the goal of accelerating under-weight high-performing services while seeking to divest or remedy services which are not providing an adequate return on investment for the organisation. While not a ground-breaking approach, it is a relatively unfamiliar strategy for the organisation, as it creates a sense of discomfort when it comes time



to make the hard decisions. While some of the decisions required to achieve this objective can be tough, the reward for the organisation is the ability to invest surplus funds into more effective programs and services which provide better outcomes for our people and our community.

Future

The challenges that we are faced with are not unique to our organisation, but our people are. It is our people who set us apart and continue to remind us of the things that matter. I would therefore like to thank IMPACT's Board of Directors for their direction and encouragement, our clients for their continued support of our organisation, our employers for giving our clients an

opportunity to improve their situation and our staff for their commitment and valued contribution.

The work that our people do does not necessarily save lives, but it does change someone's life every day. That is the reason why we are motivated to do what we do. It is this motivation that drives our determination to be the best that we can be by creating clear and transparent direction, recognising where we need to invest our energy and effort, and continuing to learn and grow. Although the organisation has been in existence since 1978, there is no doubt that in the last 12 months there have been some defining moments that have forced us to step up and improve the way we do business. To be clear, these changes do not represent a shift in our culture,

our mission, our vision, or our values. Instead, it simply means that we have been brave enough to acknowledge and recognise our inadequacies and implement strategies that will strengthen our organisation, its performance and capacity for sustainability into the future.

Tanya O'Shea
Chief Executive

Our services

Every day we're helping people
to Live, Grow and Prosper for an
improved life.

 [To read their Surprising Stories
click here.](#)

LIVE - Support Services^h

Home & Community Care

Mental Health Carers Support Service (MHCSS)

now known as Family Mental Health Support Service (FMHSS)

Partners in Recovery (PIR)

Personal Helpers & Mentors Program (PHaMs)

Positive Start Parenting Program

Post School Services (PSS)

Support for School Leavers

Providing Opportunities through Day Services (PODS)

Your Life Your Choice

Youth Connections – Wide Bay/Burnett (finished 30 June, 2014)

GROW - Training^h

Certificate 3 Guarantee

Community Learning

Skills for Education and Employment (SEE)

GROW - Volunteer^h

Community Visitors Scheme (CVS)

IMPACT Street Outreach Services

formerly known as U Can Van

Community Choir

Maths and English Tutors

Maintenance team

PROSPER - Employment^h

Job Services Australia (JSA)

now known as jobactive

Disability Employment Services (DES)

IMPACT Recycling & Collections (R&C)

Personal Helpers & Mentors Program (PHaMs) – Employment Specialists

Board Funded Initiatives

Client benefit fund

IMPACT Street Outreach Service

formerly known as U Can Van

Christmas Lunch for the Lonely

Enterprise

NEW iIMAGE Laundry Services

NEW iIMAGE Detailers

NEW iIMAGE Professional Cleaning

Makka Lures

IMPACT Community Services proudly delivers programs that are funded by the Government Departments of:

- Social Services
- Communities, Child Safety and Disability Services
- Health and Aging
- Education and Training
- Employment

IMPACT
COMMUNITY
SERVICES

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