

IMPACT COMMUNITY SERVICES

2017
ANNUAL
REPORT

INCLUSIVE RESILIENCE COMPASSIONATE
RELEVANT GROW PURPOSE OPPORTUNITY
LIVE SAFE SUSTAINING FRIENDLY PROSPER
ENABLING CAPACITY-BUILDING NURTURING FLEXIBILITY
DIVERSITY LEADERSHIP CLEAR VISION
INDIVIDUALISATION OPEN-MINDED PIONEER
SUPPORTIVE COLLABORATIVE



We deliver **26 contracts**
covering **9 communities** to support
more than **5,214**
people

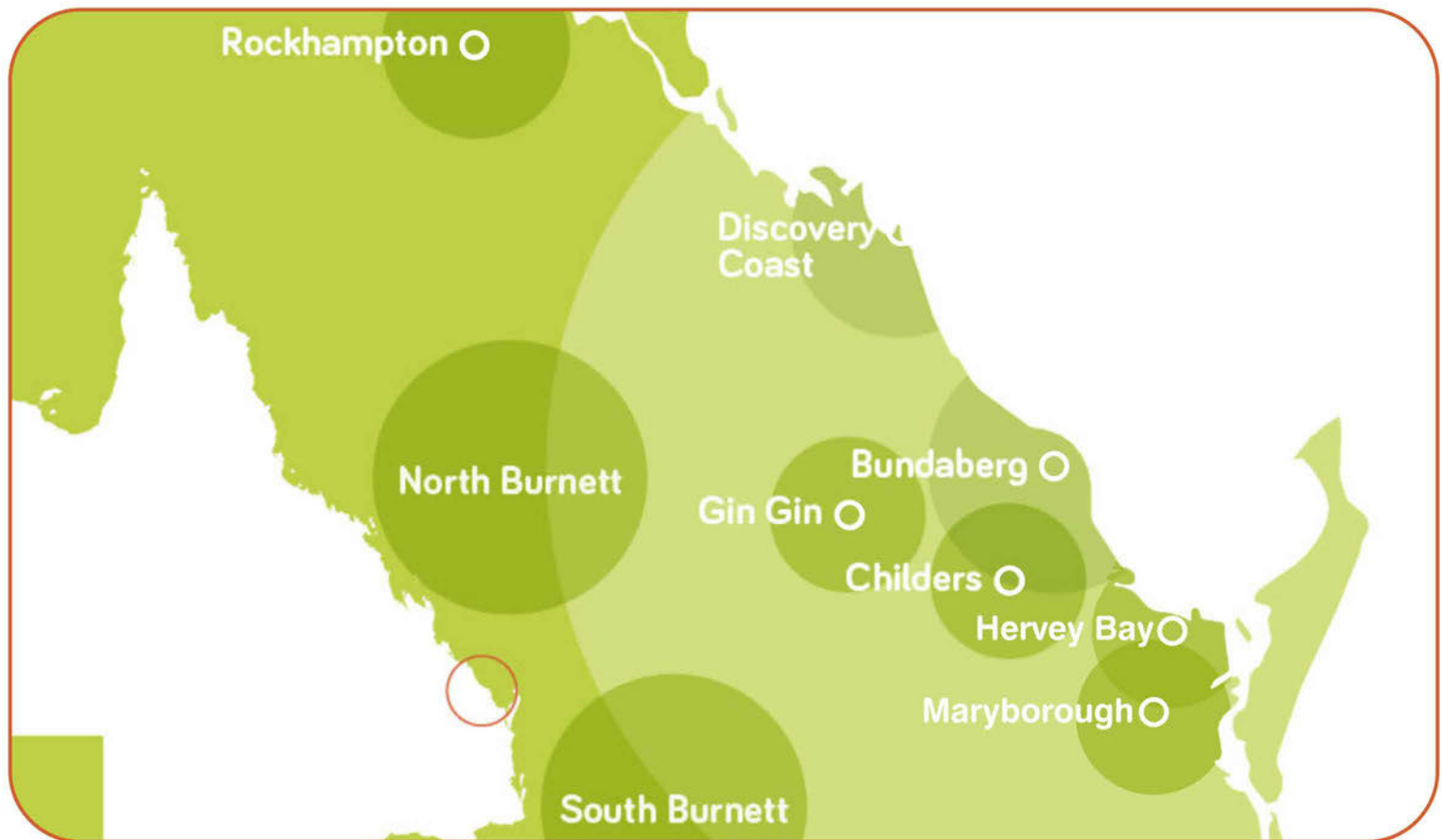


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IMPACT Community Services offer programs that help all individuals to live, grow and prosper in ways they never expected! We are a not-for-profit organisation that has been delivering services in Bundaberg since 1978.

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

Trust; Empowerment; Relevance; Compassion; Inclusiveness



Chief Executive Report

Creating strategy that enables us to achieve sustainability whilst delivering our vision to lead the community in pioneering improved life opportunities would be the best way to describe where we have invested our energy in the last 12 months. As a social service organisation committed to improving life opportunities, we are aware that transformational leadership, culture, quality relationships, enhanced capability, high performance, innovation and profitability are the key drivers required for us to achieve our vision.

The first priority has been to invest appropriately. We have invested in our people, developing and enhancing the leadership capacity throughout the organisation – particularly for managers working with our frontline staff. We recognise that leadership skills can be learnt but must be practiced and refined every day, therefore our investment is not limited to a one-off training program and instead has become an integral part of our talent management framework.

To succeed in a leadership role in our organisation, it has to be about who you are, not what you are. We want to attract the most talented, but unless our leaders are connected to our culture, our vision and our values and are motivated by the work that we do in our community, they are not the right fit for IMPACT. Someone with incredible skills will not be satisfied in our organisation unless they are connected to our goals and our people.

We have invested in improving our capability – both in technology and technical expertise. Where we have not had the skill set on staff, we have engaged technical experts to complete specific pieces of work for us. This has included a National Disability Insurance Schedule (NDIS) Transition Consultant from Cordelta who developed a NDIS transition plan to prepare the organisation for the NDIS 1 September rollout in Bundaberg. Once implemented, the plan was rolled out by external consultant Mark Davidson, who has successfully educated our staff about the NDIS and worked alongside our clients to ensure that they have all the information that they need to successfully negotiate the changes created by the NDIS.

Digital strategists ntegr!ty have been engaged for a 12-month period to improve our digital presence and digital capability. Andrew and Emily from ntegr!ty have been invaluable in supporting us to improve our digital skills base, create content pillars and develop and implement a digital strategy roadmap that will support us for the next two years.

Delivering excellent customer service and maintaining quality relationships requires a shared vision of why we do what we do and how we make that happen. We recognised an opportunity to improve our client experience, streamline workflows and restructure business processes, engaging Cordelta again to deliver these services. Ryan from Cordelta created a lot of robust discussion in our first round of workshops in June, and is currently preparing for our next set of workshops which will focus on mapping business capability and developing our future state.



TANYA O'SHEA
CHIEF EXECUTIVE

Our current and future state includes being innovative and creative. The biggest lesson that we have learned about innovation is that it is not about creating something new, but instead is more about looking inside your existing business models and exploring the opportunities that exist. Over the last 12 months, we have converted some of our innovations to core business streams that are independent of Government funding and create low skill level work opportunities for our clients. These have included the skip bin service at IMPACT's Recycling and Collections which we deliver in partnership with Bundaberg Regional Council, where some workers have obtained their MR truck licence. We are also working towards our IMPACT-owned commercial laundry site at 4 Inglis Court that will be the new home of our New Image Laundry Business which will prioritise employment for people with a disability and mental illness.

Our other significant government-funded innovation over the last 12 months has been Employment First Aid – a program that has extended our geographic reach to include Hervey Bay and Rockhampton and aims to use a national hotline service and digital platforms to keep young people in work. This exciting new program changed our traditional mindset from finding young people work to keeping them in work, by targeting both the young person and their employer as part of the process.

To effectively engage our target audience, we bought in David from Flysocial to develop an interactive website for us. David's technical expertise has been invaluable. In the first six weeks of the program, we have received contacts from more than 400 young people and their employers from throughout the country.

As a result of our Board's stewardship, our staff's commitment to our vision, our leadership strength and dedication to thinking differently, this year's profit is the largest recorded in the organisations history. Whilst some not for profits may think that the word profit is a dirty word, it is a fundamental part of our strategy as we are very aware that there is no mission without a margin. The best thing about that is that we can put that profit back into providing necessary services to support and improve the lives of the most vulnerable within our community.



I would like to take this opportunity to thank our Board, our staff, our volunteers, our clients and our stakeholders for the individual contribution that you have made to IMPACT over the last 12 months. You have each played a vital role in our success this year and I would personally like to thank you for working with us to improve the lives of people within our community.

I love hearing the stories about IMPACT and the work that our staff do. More than that, I love sharing those stories with others. I am incredibly proud of our staff and know that that every day they are making a difference to someone's life. And that is the reason why we do what we do.

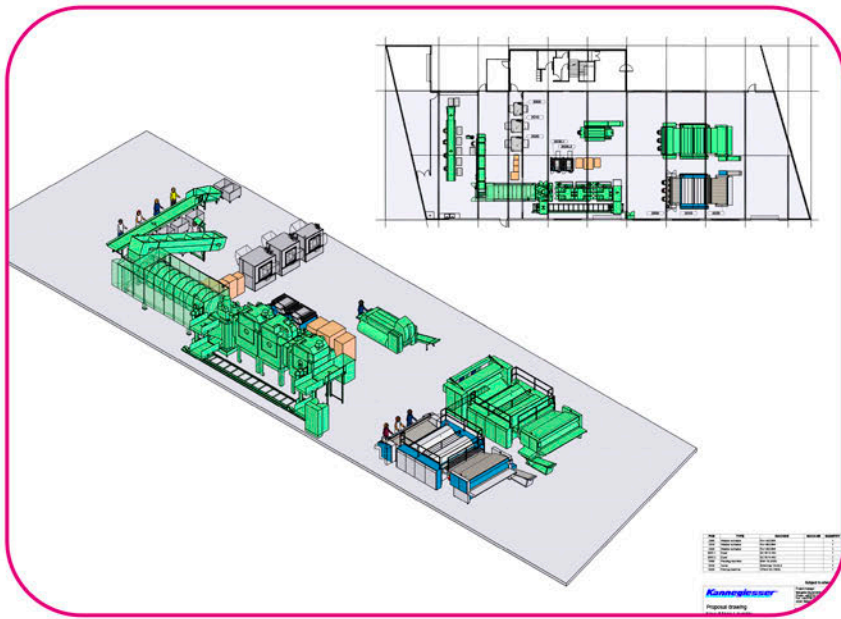
**-TANYA O'SHEA
CHIEF EXECUTIVE**



NEW iMAGE Laundry SERVICES

Purchased in 2014, **IMPACT's New Image Laundry has now outgrown it 143m²** and will shortly be rehoused in a 1047m² purpose built facility at 4 Inglis Court.

Thanks to a \$900,000 grant from the Federal Community Development Fund, the scale up initiative will more than double the existing staff levels and **create up to 25 FTE jobs for people with disability or mental illness** over the next 5 years, provide career progression through an integrated onsite Career Development Centre and allow the laundry to expand its client base and capitalize on new contracts.

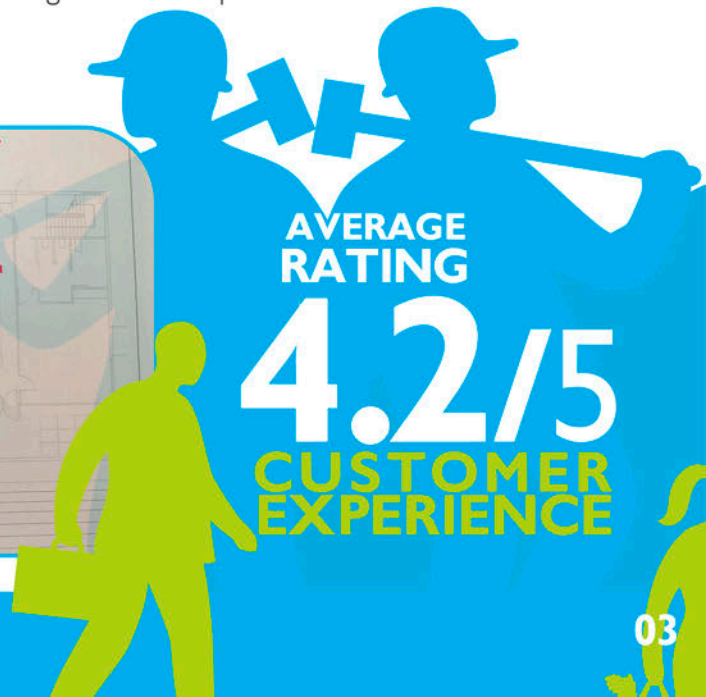
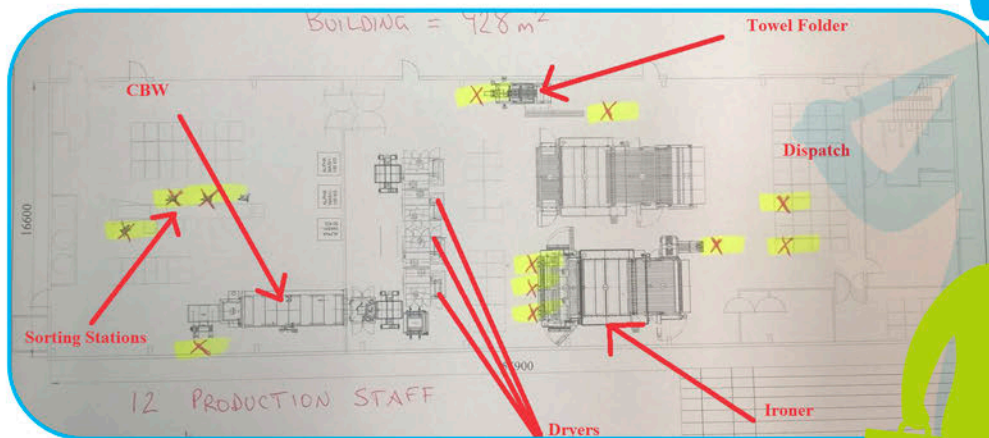


THEORY OF CHANGE:

If New Image Laundry creates the right environment for employment, by offering meaningful work and fair conditions and supporting individual goals it will lead to improved independence, health and social contentedness and reduced reliance on welfare and ultimately improve long-term economic participation for people with mental illness and disability, create a more socially inclusive region, provide better more accurate information for policy reform and generate a surplus to reinvest.

“We are really excited with the direction the laundry is going. The new facility will allow us to provide a quality service to Bundaberg and give people with disability or mental illness the opportunity to secure meaningful work, learn new skills and be the best they can be. ”

-Danny Leary, Laundry Manager



NDIS TRANSITION

95% agree that IMPACT delivers services that are important to the **community**

**LIVE
SUPPORT**

CONSULTING FOR THE FUTURE

In September 2016, with funding from the Department of Social Services, IMPACT partnered with Cordelta Consulting to assist our Australian Disability Enterprise (Recycling Centre) develop an effective and sustainable NDIS transition plan. The introduction of the NDIS to Bundaberg has brought a significant amount of change both in how services are funded and in how people with a disability choose the services that best suit their lifestyle.

This process gave us a unique opportunity to:

- ensure decision making strategies are robust enough to manage the key risks, challenges and opportunities facing the business
- understand how to attract and retain clients in an increasingly competitive environment
- increase the number of supported employment opportunities we can offer

This plan is now the cornerstone of how we now deliver our NDIS services in the community and has paved the way for IMPACT to develop a Client Service Centre which will redefine how IMPACT delivers customer service to ensure service delivery excellence for all our clients and stakeholders.



TRANSFORMATIONAL LEADERSHIP

The successful implementation of this plan would not be possible without effective change management and leadership and developing our management team as future leaders is something we are passionate about. Facilitated by the Chief Executive, IMPACT's management team participated in a series of monthly workshops covering a host of tools and strategies to support and transform the way we manage and leads our teams in support of delivering NDIS services and IMPACT's vision and mission.

IMPACT COMMUNITY CHOIR



The IMPACT Community Choir began with humble beginnings in 2011 having just **12** members for their first performance.

Reaching **70+ members** in July of 2017, the number is still climbing as they perform at various locations throughout the community.

On average, the choir has two community performances a month and thrives off being in the public eye. In December of 2016, the choir performed at the prestigious annual 'Bundaberg Christmas Carols in the Park' in front their largest audience to date, around 2,500! The choir's audiences get a kick out of listening and singing along with the members but it works in both ways as the choir really enjoys performing in front of the community members. The halls of IMPACT are filled with the sounds of music on Wednesday mornings when it's rehearsal time and the same energy is evident whether they are at a performance or perfecting their songs in the choir room.



The success of the choir is a result not only of its members, but the consistent support from management, staff, volunteers and all that have heard them.

Biggest reason why people enjoy coming to IMPACT?
The Staff are great!

80% of people agree with this!



TRACEY'S KITCHEN

Tracey Blair has always had a love of helping others and with the grand opening of her own kitchen, aptly named 'Tracey's Kitchen', she gets to serve a community breakfast to ensure IMPACT participants are well on their way to a great start each day. The official opening was held at IMPACT Community Services in July 2016 with more than 40 people in attendance to cheer her on.

Tracey's mum, Anne, has been overwhelmed with the support Tracey has received at IMPACT. When asked how she felt about Tracey beginning this venture she replied 'I cannot speak highly enough of IMPACT. I was speechless when they offered Tracey this opportunity. I was worried about what would happen after Tracey left school but her path unfolded with the support and encouragement she has received from IMPACT staff. She has grown so much; she is much more independent and her confidence is blossoming, so much so she can even be quite cheeky now.

IMPACT staff have witnessed Tracey's personal transformation and growth firsthand during her time at IMPACT and were excited to offer this opportunity. She has gone from shy and quiet to someone who is now part of our IMPACT family and it's wonderful to have offered her a chance to give back in a way that she has always enjoyed – giving to others.

Tracey's Kitchen serves IMPACT's students and participants in a community breakfast; tea, coffee and toast; to help them start their day on a full stomach. The community kitchen is supported through IMPACT's Board Funded Client Benefit Fund and Billy Healy from 4BU Wide Bay came on board to sponsor signage for the kitchen.



82% people agree that IMPACT is
easy to work with!

GRADUATION AND BARBARA'S STORY

GROW TRAINING



Barbara Gray, 72, wasn't going to let her age or moving to a new country stop her from starting a new career. She knew her previous experience nursing in Malawi, Africa was a solid foundation to get her started in the Aged Care sector, but she didn't have the confidence or know where to start. While looking to participate in a first aid course Barbara came to IMPACT and met Sandy Baker, IMPACT's Aged Care trainer. Having moved to Bundaberg only a short time ago, she was considering training online but knew hands-on experience was what was needed most and now she has her Certificate III in Individual Support (Ageing) and has recently commenced employment at CentreCare.

Prior to commencing her Certificate III in Aged Care, Barbara completed a Certificate II in Retail but found it difficult to find work. She lacked experience and was unfamiliar with retail technology. She thought her age was a discriminating factor as many of the jobs in this field were filled by younger applicants. After a few months of volunteer work in the hospitality sector at Meals on Wheels, Barbara realised she needed a different qualification to have a financially secure and meaningful occupation. Aged Care became appealing.



"It has been a long time since I went to school so starting a course was pretty daunting," Barbara said. "Learning the legislation and rules was hard, but Sandy is so thorough and focussed, she stepped us through one step at a time. Sandy really is an inspiration, she's attuned to all the different personalities in the classroom and got us through the course no matter what our barriers were. I have restored confidence now, I've met some great friends, I'm so pleased I took part in this course." Barbara commented "Job prospects in Aged Care seemed realistic and this was a strong motivator for me to complete my training. Being given the opportunity to access this funded course from the Queensland government through Skilling Queenslanders for Work, I was not going to let this opportunity go".

Another student in the same class, Catherine Francis, had similar sentiments. "After 22 years as a nanny in Sydney it was time for a change, so I moved to Bundaberg where I have family. A career in Aged Care seemed like a natural progression from looking after kids, but I had so much to learn. At the age of 49 returning to school was nerve-racking and I was totally out of my comfort zone, but the classroom environment and everyone at IMPACT was so supportive, Sandy is a great teacher and she has a lot to offer. Completing this course was so rewarding, I now have the confidence to go out and find work."

116 students completed qualifications
in vocation field 91 of these got a job (78%)

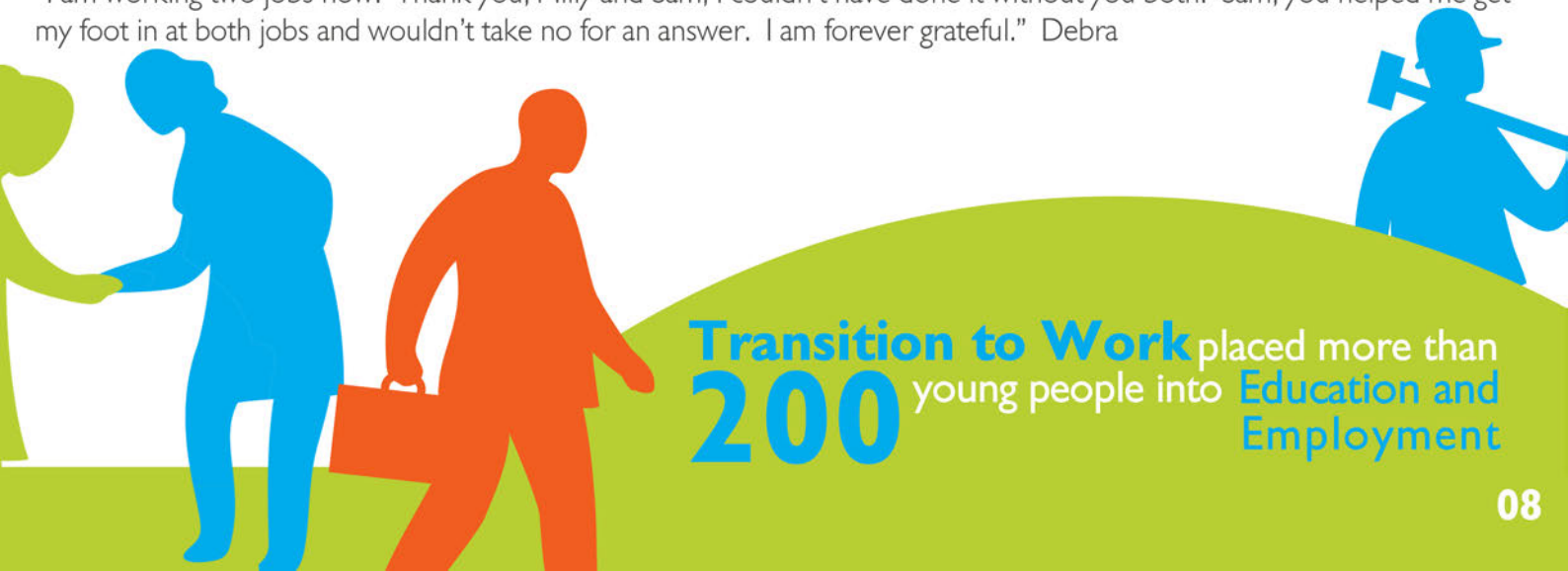
PROSPER EMPLOYMENT TRANSITION TO WORK



Since commencing their contract in March 2016, the team from Transition to Work placed more than 200 young people into education and employment. Transition to Work is an initiative that supports young people aged 15 to 21 years old on their journey to employment.

In June of 2017, the team received the Outstanding Performance Award for the Childers and Bundaberg regions. Laura, Sam, Milly & Troy all pride themselves in having a strong focus on helping their clients understand what is expected in the workplace and assists them in developing the skills, attitudes and behaviours expected by employers.

"I am working two jobs now. Thank you, Milly and Sam, I couldn't have done it without you both. Sam, you helped me get my foot in at both jobs and wouldn't take no for an answer. I am forever grateful." Debra



Transition to Work placed more than **200** young people into Education and Employment



EMPLOYMENT FIRST AID

SUPPORTING YOUNG PEOPLE STAY IN WORK

**JOBACTIVE
PLACEMENTS
572 OVER
3 SITES**

Finding work can be easier than keeping it. Using the existing framework of Empowering Youth which is aimed at helping young people at risk of long-term unemployment, stay in work.

The original concept of Empowering YOUth was to identify innovative approaches that have the greatest potential to improvement employment outcomes for young people at risk of long-term unemployment and prevent long-term welfare dependency.

Employment First Aid is the only program of its kind in Australia. We did not want to replicate or reinvent something that was already in place; we wanted to create something new, something that young people would actually use.

By using some of the existing framework from Empowering YOUth, we put a further focus on keeping young people in their current employment but also assists employers in keeping their staff engaged and in work.



98% of clients **would** recommend **IMPACT** to others!

RECYCLING'S A WINNER

A recent partnership between IMPACT's Recycling and Collections Centre and Southern Cross Recycling (SCR) is a win-win for our people, our business and the environment. The placement of two collection bins at Stockland's Sugarland Shoppingtown bus stop (Commonwealth Bank end) are now ready for use by the public. This adds one more location to SCR's 1500 sites around Australia where people can donate clothing, toys, books and mobile phones. All donated items are collected, sorted and dispersed in an attempt to divert millions of kilos of reusable and recyclable goods from landfill.

For every 1 million kilograms of clothing collected there is:

- 190,000,000L of Water Savings (equivalent to 76 Olympic sized swimming pools)
- 74,100,000kWh of electricity (powering 11,278 Australian homes for 1 year)
- 87,438 tonnes of CO2 (equivalent to taking 20,333 cars off the road in Victoria)
- \$150,000 community saving (in avoided landfill costs)

All items collected are baled (non-compacted) in Bundaberg before being sent to Brisbane where they are assessed and sorted for reuse and recycling. Many of the bales are sent to Malaysia where the products are distributed among third world countries. As a result, our partnership provides valuable employment opportunities, reduced waste to landfill, affordable clothing and improved livelihoods of local and global communities.



The National Disability Services Supported Employment Excellence Awards recognises organisations which display excellence in developing training opportunities for supported employees, leadership in providing high quality employment conditions for employees with a disability and excellence in business practices to ensure the organisation's future and prepare for the National Disability Insurance Scheme.

The NDS Disability at Work Conference, which was held on the 15th May saw R&C manager, Tim Van Kooten and his team take out this prestigious award for 2017. The award was presented by the Assistant Minister for Disability Services, Jane Prentice who provided these words following the award presentation night:



“ I commend you on your dedication to improving employment opportunities for people with disability and I was pleased to see this first hand during my visit to the Material Recovery Facility in April 2016. Providing employment opportunities for people with a disability gives them more than just a job. It provides economic security, improved well-being and independence, social interaction and a greater chance to part of the community. ”

-Jane Prentice, Assistant Minister for Disability Services

RecyclingFact!



Glass was discovered by the Phoenicians more than 5,000 years ago, which makes it one of the world's oldest forms of packaging. Glass is 100% recyclable, and can be recycled and reprocessed indefinitely.

Recycling **One** glass jar saves enough energy to power a 100 watt light bulb for **20** hours or a fluorescent bulb for **4** hours!



2016-17 CHAIR REPORT

The IMPACT Board are very proud of all that is achieved at IMPACT Community Services. For those that aren't as familiar with what we do let me share a little insight. IMPACT has 130 volunteers and over 170 employees delivering programs and services in eight regional communities. IMPACT's service model is aligned to three pillars – LIVE, GROW, PROSPER – which provides an overarching support framework that enables our customers to transition through an individualised pathway of support (disability, mental health, homelessness, housing and health services), training, employment and enterprise.

In the 2016-17 financial year IMPACT have been successful in 15 contract tenders valued at approx. \$3 million which were split evenly across our pillars. We completed one Strategic Plan and over a 2 day workshop with our Board members and the senior management team in attendance we have implemented a new and exciting 3 year strategic plan.

Some of the goals we have already worked toward achieving this year have been to identify opportunities to create revenue streams independent of Government funding, identifying and developing leaders throughout the organisation, successfully transitioning to the National Disability Insurance Scheme (NDIS), delivering an outstanding customer service experience to all stakeholders, improving our capability through the use of technology and improving the profile of the organisation.

2 major pieces of work that the Board and staff have worked on in the year have been the preparation and successful implementation of our NDIS Transition Plan – preparing our team and customers for the commencement of the NDIS in the Bundaberg Region. This work has been led by our NDIS Transition Manager Mark Davidson who has done an exemplary job and deserves the board's acknowledgement of his continued efforts.

The other was the decision and implementation of the building of a new laundry facility for our 'New Image Laundry' business. We were successful in obtaining a \$900,000 grant from the Federal Government to go toward the project and in December the board approved the purchase of the land to build the laundry in Inglis Court. This is still very much a 'work in progress' but everything is on track and much of this success must go to our Chief Executive Tanya O'Shea who has also become a 'project manager' along with her other usual duties. All going to plan we will be ready for a ribbon cutting early in the New Year.

IMPACT's Community Choir has continued to grow with around 30 people at each rehearsal. Although the choir are booked up for performances all year round a highlight for the choir in the last 12 months was an invitation to sing at the annual Carols by Candlelight. With over 10,000 strong in the crowd the choir were at their best and did an amazing job.

We closed one of our enterprises this year in the New Image Cleaning business but we are also finding new doorways opening and it was fantastic this year to begin a partnership with SCR Group to recycle clothing that will be sent overseas to needy families. Another new partnership this year has been with CQ Uni and although it is only in its infancy working on projects with our local university is very exciting.

An achievement we can't go without acknowledgement was in May at the National Disability Services (NDS) conference, IMPACT's Recycling & Collections facility were announced the winner of the Supported Employment Excellent Award for 2017. The Board and EMT are really proud of manager Tim and the team – this is an outstanding achievement and recognition of the incredible work that they do.



Earlier this year IMPACT said goodbye to our GM Corporate Services – Leonie Carlile. Leonie will definitely be missed and did a fantastic job in the few years she was at IMPACT in the Corporate Services area. The Board wishes Leonie well and also welcomes our new GM Corporate Services - Sue Conquest along with a newly created position GM Employment Services – Paea Ruka. Both Sue and Paea arrived within a few weeks of each other but have settled in quickly and are doing amazing things already in their respective portfolios. I can't go on here without acknowledging the rest of the Executive Management team (EMT) - CE Tanya O'Shea and our long serving GM Operations Steve Beer. You continue to be flexible, always looking for new opportunities and lead by example to all our great managers and staff that we have.

A big thanks to our Board of Directors - The 9 volunteer community representatives that are committed to the organisation and its Vision, Mission and Values. They put in many hours of their own time to continue to move the organisation strategically forward and I thank them all for the commitment they have put in over the last 12 months. To all those other volunteers who supported or assisted IMPACT maintain our mission to transform the lives of people we meet every day and make a difference in our community – a final thank you to you.

-DAVID BATT



DAVID BATT
Chair



Neil McPhillips
Deputy Chair



Grant Hutchings
Treasurer



Gayle Job
Secretary



George Martin
Director



Helen Huntly
Director



Talitha Best
Director



Anne McWhirter
Director



Cameron Bisley
Director

IMPACT's Board of Directors
PHILANTHROPICALLY
funded the IMPACT
STREET OUTREACH SERVICE
and **CLIENT BENEFIT FUND**
to the value of
\$47,967



HALO LOVE



Late last year, Halo Love organised a raffle using her own money to raise \$507 and various practical supplies for the homeless and donated them to IMPACT's Street Outreach Service. Halo's passion started at six years of age when she watched a video on Facebook with her mum, Racheal, of a young homeless girl and decided she needed to do something.

"Halo initially couldn't understand that these people had no home – she went up to my bathroom and started pulling things out of my cupboard in preparation to give to them" explained Racheal.

After Halo appeared in the media, an anonymous lady from Mundubbera saw her story and crocheted washers and posted them to Halo advising her to use them for whatever she needed them for. Halo sold the washers and used the money she raised to buy more supplies for the homeless community and has donated these to IMPACT once again with the help of her friend Kalin.

'We're going to take a break for the moment but Halo has more plans for raffles to raise more money and supplies in the near future', says Racheal.

Street Outreach Service is coordinated by an IMPACT staff member and supported by local organisations and volunteers.



TOTAL DONATIONS RECEIVED

\$28,175



12,675

11,175

1k

DONATIONS

SOS

- Grace Fund donated \$15k
- Alowishus Delicious Pay it Forward (\$500 donation from Mumma's Nest)

DCCHS

- Discovery Coast Rotary Club Donated \$1,500

IMPACT HOUSING PROJECT

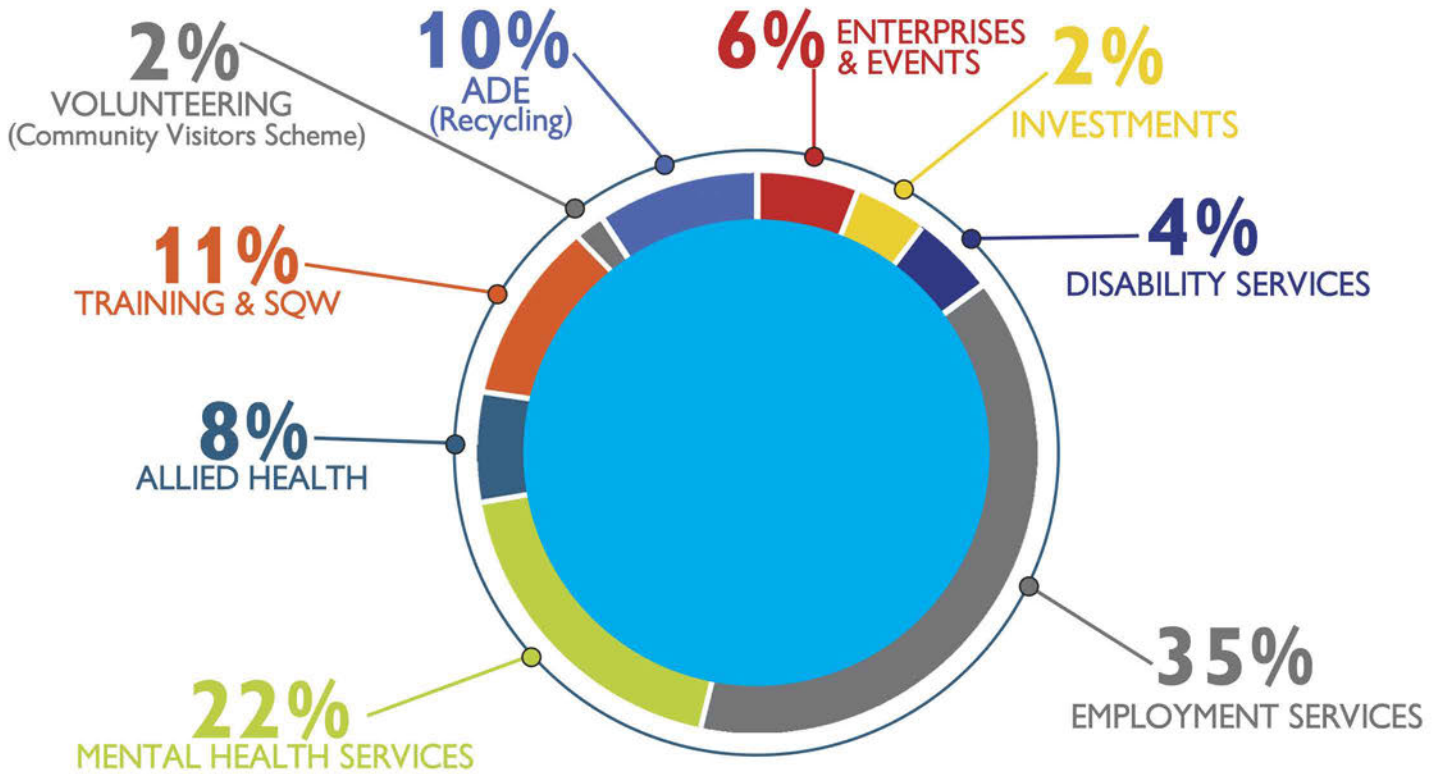
- Waves Annual Charity Golf Day held 18/11/16 Donated \$10,175

TRACEY'S KITCHEN

- Resile \$1k



Income Sources 2016/2017



75%



3%

6%

16%

Service Delivery Costs

- Client Service Delivery
- Payments to Service Delivery Partners
- Admin & Governance
- Enterprises





5,214
Total People
Supported
for the year



IMPACT COMMUNITY SERVICES

Our Services

LIVE

SUPPORT

Community Access

- Providing Opportunities through Day Services (PODS)
- Post School Services (PSS)
- Your Life Your Choice (YLYC)

Disability Employment Assistance (DEA)

Community Choir

Family Mental Health Support Services (FMHSS)

Partners in Recovery (PIR)

Positive Start Parenting Program

Street Outreach Service

Commonwealth Home Support Program

Personal Helpers and Mentors Program (PHaMs)

- (PHaMs)
- (PHaMs Burnett)
- (PHaMs Employment)

HEALTH

Foundations for Life (Antenatal and postnatal care)

Discovery Coast Community Health Service (DCCHS)

- Community Nurse
- Family Support Worker
- Social Worker
- Dietician
- Podiatrist
- Women's Health Clinic
- Needle & Syringe program
- Allied Health Worker – Diversional
- Therapy & Community Rehabilitation
- Allied Health Worker – Nutritionist & Heatmoves Facilitator
- Counsellor



GROW

TRAINING

Registered Training Organisation (RTO)
• ASQA/VQF Delegate

Certificate III Guarantee
Canteen
Skills for Education and Employment

Skilling Queenslander for Work (SQW)
• Get Set For Work
• Community Based training
• Community Work Skills Traineeships
• Xtreme Turnabout (Youth Skills)

VOLUNTEER

Community Visitors Scheme (CVS)
IMPACT Street Outreach Services
Bus Driver
Literacy and Numeracy Aids

PROSPER

EMPLOYMENT

Jobactive
Transition to Work
ParentsNext (Rockhampton)
Employment First Aid (Bundaberg, Hervey Bay, Rockhampton)
Disability Employment Services

ENTERPRISE

Recycling and Collections (R&C)
Skip Bin Service
New iMAGE Laundry Service
New iMAGE Professional Cleaning
MAKKA Lures





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