



Kurbíngui 
youth development Ltd

Annual Report 2016/17





Our vision is to be a deadly
organisation that supports our mob
on their journey.

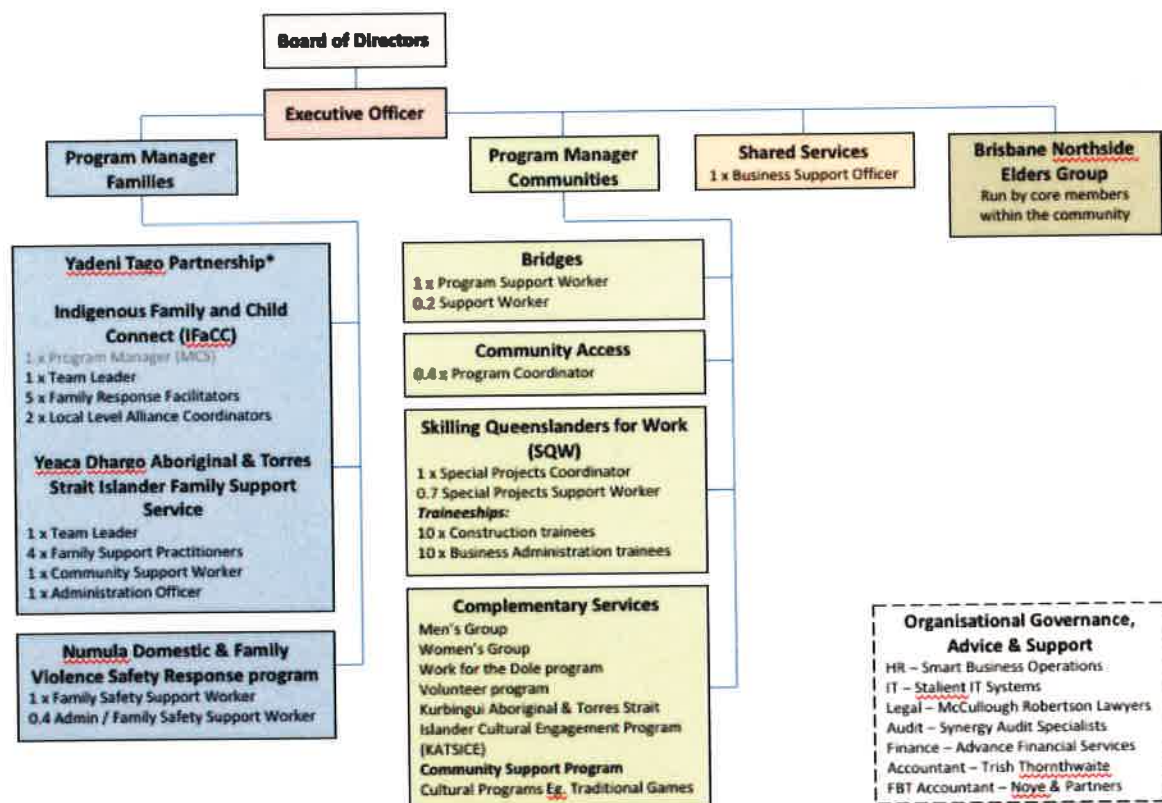
Annual General Meeting

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Organisational Structure

Kurbingui Youth Development Ltd



* As at 30 June 2017

Annual General Meeting Details and Agenda

Date

Wednesday 21 February 2018

Time

6.30pm

Venue

Kurbingui offices
Yadeni Tago House,
445 Zillmer Road, Zillmere

Agenda

Acknowledgement of Country
Financial, Board and Auditor Report
Program presentations
Appointment of Auditor and their remuneration
Meeting close



Presented as part of the

Annual General Meeting
Wednesday 21 February 2018

Chairperson's Report

I would like to commence by acknowledging the traditional custodians of the land upon which we meet today, as well as paying my respects to Elders; past, present and emerging.

This year sees the Board of Directors commence their next three-year term. I would like to acknowledge and thank my fellow directors Jo-Anne Campbell, our Treasurer, and David Miller, our Secretary, for all of their support and hard work throughout the year, and I would also like to acknowledge and thank Glenda Jones-Terare for her tireless work and commitment to Kurbingui as Executive Officer.

Kurbingui has continued in the transformation this year to ensure we, the organisation, is responsive, successful and respected with a community-focus; delivering on our mission of 'building a flexible, sustainable organisation based on cultural values that can empower community to reach their potential.'

Highlights of our term include:

- Continuing the implementation of the 'Indigenous Family and Child Connect Service' (IFACC) for the Greater Brisbane Region;
- Continuing to develop and implement the unique partnership of "Yadeni Tago" Skilling Queenslanders for Work; Business Administration and Construction certificate courses.
- Co-hosting the very successful and popular Zillmere Multi-Cultural Festival.
- Hosting several community days with partner agencies for community members to gain information and resources to assist them, get to know the staff, learn about the programs delivered by our organisation and also to have a bit of fun.
- The popular 'Back to School' day over the past two years that focused on getting families and children and young people excited about learning and assisting in the preparation for the school year by way of information and resources.
- Staff continued to deliver great outcomes in partnership with clients in programs such as

Yeaca Dhargo Aboriginal & Torres Strait Islander Family Support, Numula Family Safety and Bridges – Community, Education and Schools.

- The ongoing implementation of service delivery of Indigenous Family and Child Connect, the non-Indigenous Family and Child Connect and the Indigenous Intensive Family Support Service and the Yeaca Dhargo Aboriginal & Torres Strait Islander Family Support. As mentioned, these services are delivered through a unique partnership between Kurbingui, IFACSS - ATSICHS and Mercy Community Services under the partnership "Yadeni Tago" which is Turrbul language for "Advancing Together". This name was given to the partnership at the request of Kurbingui from Maroochy Barambah a Traditional Land Owner of the land on which we meet and work and for that we would like to extend our appreciation;
- Kurbingui Board and staff have continued to strengthen our relationship with our Elders in the community which was supported and promoted by Auntie "Chick" Hazel Fisher, Auntie Cepha Roma, Auntie Shirley Finn, Auntie Melita Orchard, Auntie Vicki Dale, Auntie Paula Burford and Uncle Alex Davidson to name a few. The Elders have and will remain an integral part of Kurbingui and have contributed to the organisation on many fronts. It continues to be a privilege to auspice the 'Brisbane Northside Elders' and provide the support through Kurbingui staff so that they can continue their great work in the community and with our other stakeholders to ensure that our community has a voice and is heard. Most importantly, ensuring there is access to assistance and support services to meet their needs in a timely manner, as well as influence the implementation of reforms such as employment and training and child protection, youth justice and overall corrective services.
- Kurbingui continues to be a meeting place for informal and formal gatherings of community members and groups.
- We expanded our home facilities

– 445 Zillmere Road and will continue to work towards the development of the old bakery located right next door into a training centre. We would like to thank the Skilling Queenslanders for Work construction crews for their ongoing work on the building as well as the other projects around Kurbingui that enhance the environment.

- Kurbingui continues to host the Work-for-the-Dole program and the Board would also like to thank the supervisors and participants for all of their work at Kurbingui that also improves on the physical structures and the surrounding environments.

- While all of these things have been going on staff still continued to deliver effective and responsive services to our community.

In preparation for the Human Service Quality Framework (HSQF) accreditation, we are continuing to finalise the revision of the policies and procedures across our operations and all other requirements. When this is completed we will have successfully reviewed, evaluated, updated and revised all aspects of the organisation which has been a huge but necessary task. I know that this statement is very similar to last year's and that is because it is such a long process and so much hard work has to go into ensuring everything is as it needs to be. It is surely an exciting time as accreditation becomes closer and we can celebrate the completion on this work and all of the improvements that is embedded into every aspect of Kurbingui operations. Like last year, I would like to thank all of the staff, Elders and community members for their patience, support and contribution since 2014 when we commenced this work and for embracing the changes that has made Kurbingui the quality organisation it is today – and for everyone's patience, ongoing effort and perseverance in seeing this through. We know that there is much more work to do but it is good to reflect and acknowledge the successes and also the past and present staff, Elders and Community for their ongoing work and support.

2018 will be an exciting time for Kurbingui and there will be more new programs and funding to be announced in the near future, I am sure. We will begin the review of the Strategic Plan later this year. We will invite stakeholders to feed into the

next Strategic Plan so that Kurbingui can continue to grow and develop and deliver services that are relevant to the needs of the community that we serve. We will also continue to establish new relationships with stakeholders as well as maintain the great ones we already have; and continue to develop other unique partnerships that are genuinely thinking outside the square to reach all of the community and deliver quality and culturally safe services.

In closing, I would like to take this time to thank:

- Our funding bodies:

- o Department of Prime Minister and Cabinet
- o Department of Communities, Child Safety and Disabilities Services
- o The Ministry for the Arts
- o The Healing Foundation
- o Brisbane City Council

- Our Program Managers, Team Leaders and staff who have continued to take the opportunities provided to them and deliver high quality services – helping us to provide great results for our community;

- The many volunteers who enthusiastically assisted with activities that Kurbingui has hosted;

- Our business partners who continue to support and assist Kurbingui;

- Mrs. Edna Lee and her son Mr. Lewis Lee and the Lee Family Trust (our landlord) – for supporting us in realising our potential;

- The community – it is your support that ensures our organisation's future remains positive and focused on building a place we all want to live and thrive.

We are looking forward to continuing the great work throughout 2017 and into 2018 and continue our focus on delivering a broad range of programs that engage, support and assist the community on many levels and are flexible enough to meet the needs that are presented throughout the year.

Neil Ellard

Chairperson

Our Board

Chairperson Neil Ellard
Treasurer Jo-Anne Campbell
Secretary David Miller

Executive Management

Executive Officer Glenda Jones-Terare

Senior Management

Program Manager – Families Margie Luta
Program Manager – Communities Kevin Maund

Our Charter

Kurbingui Youth Development Ltd is a community organisation that is leading the way as a mentor, educator and role model for the Aboriginal and Torres Strait Islander community in the Greater Brisbane, Moreton Bay and South East Regions. We have grown from a small boxing club in 2001 to an organisation with numerous government and non-government funded programs; employing between up to approximately 45 staff members at any one time and continually seeking new opportunities to develop further and provide more support to community need.

Our Mission

To build a flexible, sustainable organisation based on cultural values that can empower community to reach their potential.

Our Vision

To be a deadly organisation that supports our mob on their journey.

Our Values

Personal Growth

Nurturing self-awareness and cultural identity through learning, development of new skills and feeling the sense of achievement of taking action.

Harmony

Nurturing a whole and integrated community with a positive and harmonious identity.

Accountability

Being an organisation that is honest and ethical, acts with integrity and works from agreed values.

Communication

Open communication and exchange of views that promotes and values differences and similarities amongst all people.

Teamwork

Cooperating with others towards a common vision and a creative approach to work produces leadership which is shared.

Financial Report for Year Ended June 2017

Kurbingui Youth Development Limited
ABN 47 298 315697

Kurbingui Youth Development Limited

ABN 47 298 315 697

Financial Report for the year ended 30 June 2017

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KURBINGUI YOUTH DEVELOPMENT LIMITED

ABN 47 298 315 697

DIRECTORS' REPORT

Your Directors submit the financial report of Kurbingui Youth Development Association **Inc.** for the financial year ended 30 June 2017.

Directors

The names of Directors at the date of this report are:

Neil Ellard

David Miller

Jo-Anne Campbell

Principal Activities

The principal activities of the organisation during the financial year were to provide a range of services to the Aboriginal and Torres Strait Islander community which include employment and training; family support programs and information and referral services.

Operating Result

The net surplus of the organisation from ordinary activities during the year was \$11,667 (2016 Deficit: \$288,581).

Significant Changes

No significant change in the nature of these activities occurred during the year.

Auditors Independence Declaration

The auditor's independence declaration for the year ended 30 June 2017 has been received and can be found on page 3 of the financial report.

Signed in accordance with a resolution of the Directors.



Jo-Anne Campbell Treasurer

Director:



Director: NEIL ELLARD


Dated: ...20.02.2018.....

KURBINGUI YOUTH DEVELOPMENT LIMITED
ABN 47 298 315 697
AUDITOR'S INDEPENDENCE DECLARATION UNDER SECTION 307C OF
THE CORPORATIONS ACT 2001

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2017 there have been:

- a. no contraventions of the auditor's independence requirements as set out in the *Corporations Act 2001* in relation to the audit; and
- b. no contraventions of any applicable code of professional conduct in relation to the audit.

Synergy Audit Partners Pty Ltd


Peter Cowley
Registered Company Auditor # 6228
Level 6, 410 Queen Street
Brisbane Qld 4000

Dated: 20.02.2018

KURBINGUI YOUTH DEVELOPMENT LIMITED
ABN 47 298 315 697
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2017

		2017	2016
		\$	\$
REVENUE			
Total revenue	2	2,715,225	2,043,593
EXPENDITURE			
Consultancy expense		103,582	106,379
Depreciation expense		10,224	14,252
Employment benefits expense	3	1,912,424	1,632,856
Program expenses		222,590	146,176
Occupancy expenses		84,963	59,440
Other expenses		369,775	373,071
Total expenditure		2,703,558	2,332,174
Total comprehensive income / (loss)		11,667	(288,581)

KURBINGUI YOUTH DEVELOPMENT LIMITED
ABN 47 298 315 697
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2017

		2017 \$	2016 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	4	715,594	771,054
Trade and other receivables	5	39,833	26,834
Other current assets	6	1,513	1,513
TOTAL CURRENT ASSETS		756,940	799,401
NON-CURRENT ASSETS			
Plant and equipment	7	82,175	11,612
TOTAL NON-CURRENT ASSETS		82,175	11,612
TOTAL ASSETS		839,115	811,013
CURRENT LIABILITIES			
Trade and other payables	8	207,469	144,598
Unexpended grants	9	86,424	79,077
Provisions	10	114,887	119,642
TOTAL CURRENT LIABILITIES		408,780	343,317
NON-CURRENT LIABILITIES			
Provisions	10	130,204	179,232
TOTAL NON-CURRENT LIABILITIES		130,204	179,232
TOTAL LIABILITIES		538,984	522,549
NET ASSETS		300,131	288,464
MEMBERS FUNDS			
Accumulated funds		288,464	577,045
Net (deficit) / surplus for the year		11,667	(288,581)
MEMBERS FUNDS		300,131	288,464

KURBINGUI YOUTH DEVELOPMENT LIMITED
ABN 47 298 315 697
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2017

	Accumulated funds	Total
	\$	\$
Balance at 30 June 2015	577,045	577,045
Net Deficit	(288,581)	(288,581)
	<hr/>	<hr/>
Balance at 30 June 2016	288,464	288,464
Net Deficit	11,667	11,667
	<hr/>	<hr/>
Balance at 30 June 2017	300,131	300,131
	<hr/>	<hr/>

KURBINGUI YOUTH DEVELOPMENT LIMITED
ABN 47 298 315 697
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2017

		2017	2016
		\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from operations		207,040	138,606
Receipts from grants		2,492,568	1,901,067
Interest received		9,965	12,514
Payments to suppliers and employees		(2,684,246)	(2,125,238)
		<hr/>	<hr/>
NET CASH (USED)/PROVIDED BY OPERATING ACTIVITIES	11	<u>25,327</u>	<u>(73,051)</u>
 CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for plant and equipment		(80,787)	-
		<hr/>	<hr/>
NET CASH USED IN INVESTING ACTIVITIES		<u>(80,787)</u>	<u>-</u>
 Net increase/(decrease) in cash held		(55,460)	(73,051)
Cash at beginning of financial year		771,054	844,105
		<hr/>	<hr/>
Cash at end of financial year	4	<u><u>715,594</u></u>	<u><u>771,054</u></u>

KURBINGUI YOUTH DEVELOPMENT LIMITED

ABN 47 298 315 697

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2017

Note 1: Statement of Significant Accounting Policies

The directors have prepared the special purpose financial statements on the basis that the company is a non-reporting company because there are no users who are dependent on its general purpose financial reports. These financial statements are therefore special purpose financial statements that have been prepared in order to meet the requirements of the *Corporations Act 2001*.

The financial statements have been prepared in accordance with the mandatory Australian Accounting Standards applicable to entities reporting under the *Corporations Act 2001* and the significant accounting policies disclosed below, which the directors have determined are appropriate to meet the needs of members. Such accounting policies are consistent with the previous year unless stated otherwise

The financial statements have been prepared on an accruals basis and are based on historical costs unless otherwise stated in the notes. The material accounting policies that have been adopted in the preparation of these statements are as follows

a) Income Tax

No provision for income tax has been made as the organisation is exempt from income tax under the provisions of the Income Tax Assessment Act.

b) Property, Plant and Equipment

Each class of property, plant and equipment is carried at cost, less, where applicable, any accumulated depreciation and impairment losses.

Plant and Equipment

Plant and Equipment are measured on the cost basis less depreciation and impairment losses.

The carrying amount of plant and equipment is reviewed annually by directors to ensure it is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of the expected net cash flows that will be received from the assets' employment and subsequent disposal. The expected net cash flows have been discounted to their present values in determining recoverable amounts.

The cost of fixed assets constructed within the organisation includes the cost of materials, direct labour, borrowing costs and an appropriate proportion of fixed and variable overheads.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the organisation and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

Depreciation

The depreciable amount of all fixed assets, excluding land, is depreciated over the useful lives of the assets to the organisation commencing from the time the asset is held ready for use. Leasehold improvements are amortised over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the revaluation relating to that asset are transferred to retained earnings.

KURBINGUI YOUTH DEVELOPMENT LIMITED
ABN 47 298 315 697
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2017

c) Leases

Leases of fixed assets where substantially all the risks and benefits incidental to the ownership of the asset, but not the legal ownership, are transferred to the organisation are classified as finance leases.

Finance leases are capitalised by recording an asset and a liability at the lower of the amount equal to the fair value of the leased property or the present value of the minimum lease payments, including any guaranteed residual values. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period.

Leased assets are depreciated on a straight-line basis over their estimated useful lives where it is likely that the organisation will obtain ownership of the asset or ownership over the term of the lease.

Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses on a straight line basis over the lease term.

Lease incentives under operating leases are recognised as a liability and amortised on a straight-line basis over the life of the lease term.

d) Impairment of Assets

At the end of each reporting period, the entity reviews the carrying values of its tangible and intangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the statement of comprehensive income.

e) Employee Benefits

Provision is made for the organisation's liability for employee benefits arising from services rendered by employees to balance date. Employee benefits that are expected to be settled within one year have been measured at the amounts expected to be paid when the liability is settled. Employee benefits payable later than one year have been measured at the present value of the estimated future cash outflows to be made for those benefits.

f) Provisions

Provisions are recognised when the organisation has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured. Provisions are measured at the best estimate of the amounts required to settle the obligation at the end of the reporting date.

g) Cash and Equivalents

Cash and cash equivalents includes cash on hand, cash at bank, deposits held at call with banks and other short term highly liquid investments with original maturities of three months or less.

Provisions are recognised when the organisation has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured. Provisions are measured at the best estimate of the amounts required to settle the obligation at the end of the reporting date.

KURBINGUI YOUTH DEVELOPMENT LIMITED
ABN 47 298 315 697
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2017

Note 1: Statement of Significant Accounting Policies - Continued

a) Revenue

Revenue is measured at the fair value of the consideration received or receivable.

Grant and donation income is recognised, either, when the organisation obtains control over the funds, which is generally at the time of receipt or when the organisation is entitled to the funds. Timing differences occur when the organisation receives grants prior to period in which the grant is to be expended.

All revenue is stated net of the amount of goods and services tax (GST), where applicable.

b) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of the expense. Receivables and payables in the statement of financial position are shown inclusive of GST.

c) Comparative Figures

Comparative figures have been adjusted to conform to changes in presentation for the current financial year, where required by accounting standards or as a result of changes in accounting policy.

KURBINGUI YOUTH DEVELOPMENT LIMITED
ABN 47 298 315 697
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2017

	2017 \$	2016 \$
Note 2: Revenue & Other Income		
Grant income	2,498,220	1,892,473
Partnership income	175,117	121,934
Activity income	30,874	16,387
Interest income	9,965	12,514
Other income	<u>1,049</u>	<u>285</u>
	<u>2,715,225</u>	<u>2,043,593</u>
Kurbingui Youth Development is dependent on continued funding received from the various government departments to fund current projects and ongoing operations.		
Note 3: Employee benefits expense		
Wages and salaries	1,732,977	1,470,083
Superannuation	164,851	126,836
Other employment expenses	<u>14,596</u>	<u>35,937</u>
	<u>1,912,424</u>	<u>1,632,856</u>
Note 4: Cash and Cash Equivalents		
Cash on hand	1,000	825
Cash at bank	<u>714,594</u>	<u>770,229</u>
	<u>715,594</u>	<u>771,054</u>
Note 5: Trade and Other Receivables		
Trade receivables	40,733	27,734
Less provision for doubtful debts	<u>(900)</u>	<u>(900)</u>
	<u>39,833</u>	<u>26,834</u>
Note 6: Other Current Assets		
Deposits	<u>1,513</u>	<u>1,513</u>
	<u>1,513</u>	<u>1,513</u>
Note 7: Plant and Equipment		
PLANT AND EQUIPMENT		
Plant and equipment at cost	115,822	83,537
Less accumulated depreciation	<u>(81,161)</u>	<u>(76,414)</u>
	34,661	7,123
MOTOR VEHICLES		
Motor vehicles at cost	73,598	73,598
Less accumulated depreciation	<u>(72,095)</u>	<u>(69,109)</u>
	1,503	4,489
LEASEHOLD IMPROVEMENTS		
Leasehold improvements at cost	48,504	-
Less accumulated depreciation	<u>(2,493)</u>	<u>-</u>
	46,011	-
Total plant and equipment	<u>82,175</u>	<u>11,612</u>

KURBINGUI YOUTH DEVELOPMENT LIMITED
ABN 47 298 315 697
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2017

	2017 \$	2016 \$
Note 8: Trade and Other Payables		
Current		
Trade payables	12,310	2,026
Grants repayable to funding bodies	-	-
Unearned Income - grants received in advance	3,935	
Other payables & Accrued charges	<u>191,224</u>	<u>142,572</u>
	207,469	144,598
Non-Current		
Grants repayable to funding bodies	<u>-</u>	<u>-</u>
	-	-
Total trade and other payables	<u>207,469</u>	<u>144,598</u>
Note 9: Unexpended Grants		
Current		
Unexpended funding - major programs	<u>86,424</u>	<u>79,077</u>
	<u>86,424</u>	<u>79,077</u>
Note 10: Provisions		
Current		
EMPLOYEE ENTITLEMENTS		
Provision for annual leave	65,581	70,197
Provision for oncosts	17,707	18,953
Provision for personal leave	<u>31,599</u>	<u>30,492</u>
	114,887	119,642
Non-Current		
Provision for redundancy costs	108,580	146,404
Provision for long service leave	<u>21,624</u>	<u>32,828</u>
	130,204	179,232
Total employee entitlements	<u>245,091</u>	<u>298,874</u>
Note 11: Cash Flow Information		
Reconciliation of cash flow from operations with profit		
Net surplus / (deficit)	11,667	(288,581)
Non-cash flows in profit		
- Depreciation & amortisation	10,224	14,252
Changes in assets and liabilities		
- Decrease / (Increase) in receivables	(12,999)	(25,789)
- Decrease / (Increase) in other current assets	-	-
- Increase / (Decrease) in payables	62,871	78,532
- Increase / (Decrease) in unexpended grants	7,347	34,383
- Increase / (Decrease) in employee benefits	<u>(53,783)</u>	<u>114,152</u>
Cash flows from operations	<u>25,327</u>	<u>(73,051)</u>

Note 12: Mortgages, Charges & Securities

At the end of the year there were no mortgages, charges or securities of any description affecting any of the property of the entity.

KURBINGUI YOUTH DEVELOPMENT LIMITED
ABN 47 298 315 697
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2017

2017
\$

2016
\$

Note 13: Entity Details

The principal place of business is:
425 Zillmere Road
Zillmere, QLD 4034

Note 14: Members' Guarantee

The entity is incorporated under the Corporations Act 2001 and is an entity limited by guarantee. If the company is wound up, the Constitution states that each member is required to contribute a maximum of \$1 each towards meeting any outstanding obligations of the company. At 30 June 2017 the number of members was 14.

KURBINGUI YOUTH DEVELOPMENT LIMITED

ABN 47 298 315 697

STATEMENT BY THE DIRECTORS

The directors have determined that the company is not a reporting company and that this special purpose financial report should be prepared in accordance with the accounting policies described in Note 1 to the financial statements.

The directors of the company declare that the financial statements and notes, as set out on pages 1 to 12, are in accordance with the *Corporations Act 2001* and:

1. give a true and fair view of the company's financial position as at 30 June 2017 and its performance for the year ended on that date in accordance with the accounting policies described in Note 1 to the financial statements; and
2. in the director's opinion there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.


.....
Director *NEIL ELLARD* Chairperson


.....
Director Jo-Anne Campbell Treasurer

Dated: *20/2/2018*.....

KURBINGUI YOUTH DEVELOPMENT LIMITED
ABN 47 298 315 697

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
KURBINGUI YOUTH DEVELOPMENT ASSOCIATION INC.**

Report on the Financial Report

We have audited the accompanying financial report, being a special purpose financial report of Kurbingui Youth Development Limited (the company) which comprises the statement of financial position as at 30 June 2017 statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date, a summary of significant accounting policies, other explanatory notes and the directors' declaration.

Directors' Responsibility for the Financial Report

The directors of the company are responsible for the preparation and fair presentation of the financial report and have determined that the accounting policies described in Note 1 to the financial statements, which form part of the financial report are appropriate to meet the needs of the members. The directors' responsibilities also include designing, implementing and maintaining internal control relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud and error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. No opinion is expressed as to whether the accounting policies used, as described in Note 1, are appropriate to meet the needs of the members. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud and error. In making those risk assessments, the auditor considers internal control relevant to the company's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial report.

The special purpose financial report has been prepared for distribution to members for the purpose of fulfilling the directors' financial reporting obligations under the *Corporations Act 2001*. We disclaim any assumption of responsibility for any reliance on this report or on the financial report to which it relates to any person other than the members, or for any purpose other than that for which it was prepared.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we have complied with the independence requirements of Australian professional ethical pronouncements and the *Corporations Act 2001*.

Auditor's Opinion

In our opinion, the financial report of Kurbingui Youth Development Limited is in accordance with:

- a. the *Corporations Act 2001* including:
 - i. giving a true and fair view of the company's financial position as at 30 June 2017 and of its performance for the year ended on that date in accordance with the accounting policies described in Note 1; and
 - ii. complying with Accounting Standards in Australia to the extent described in Note 1 and the Corporations Regulations 2001; and
- b. other mandatory professional reporting requirements to the extent described in Note 1.

Basis of Accounting

Without modifying our opinion, we draw attention to Note 1 to the financial report, which describes the basis of accounting. The special purpose financial report has been prepared for the purpose of fulfilling the company's financial reporting requirements under the Corporations Act 2001. As a result the financial report may not be suitable for any other purpose.

Synergy Audit Partners Pty Ltd



Peter Cowley
Registered Company Auditor # 6228
Level 6, 410 Queen Street
Brisbane Qld 4000

Dated: 21.02.2018

KURBINGUI YOUTH DEVELOPMENT LIMITED

ABN 47 298 315 697

DISCLAIMER

TO THE MEMBERS OF

KURBINGUI YOUTH DEVELOPMENT LIMITED

The additional financial data presented on page 17 is in accordance with the books and records of the organisation which have been subject to the auditing procedures applied in our statutory audit of the financial report for the financial year ended 30 June 2017. It will be appreciated that our statutory audit did not cover all details of the additional financial data.

Accordingly, we do not express an opinion on such financial data and we give no warranty of accuracy or reliability in respect of the data provided. Neither the firm nor any member or employee of the firm undertakes responsibility in any way whatsoever to any person (other than Kurbingui Youth Development Limited) in respect of such data, including any errors or omissions herein however caused.



Peter Cowley
Registered Company Auditor # 6228
Level 6, 410 Queen Street
Brisbane Qld 4000

Dated: 21.02.2018

KURBINGUI YOUTH DEVELOPMENT ASSOCIATION INC.
ABN 47 298 315 697
DETAILED INCOME STATEMENT
FOR THE YEAR ENDED 30 JUNE 2017

	2017 \$	2016 \$
REVENUE		
Activity income	30,874	16,387
Donations	-	120
Partnership income	175,117	121,934
Grants income	2,505,567	1,933,855
Interest	9,965	12,514
Other income	1,049	165
Total revenue	<u>2,722,572</u>	<u>2,084,975</u>
LESS: EXPENDITURE		
Audit fees	14,000	12,000
Accounting fees	46,867	40,079
Administration expense	5,158	38,030
Advertising	7,758	7,038
Bank charges	479	796
Bad debts expense	-	900
Consultants expense	103,582	106,379
Depreciation expense	10,224	14,252
Furniture, equipment & safety equipment	5,329	4,963
Employment expenses	1,912,424	1,632,856
Insurance	13,938	14,181
Interest expense	300	-
Motor vehicle expenses	86,217	80,738
Program expenses	222,590	146,176
Rent & electricity	84,963	59,440
Repairs & maintenance	33,129	69,671
Subscriptions / memberships	1,861	669
Training	90,687	93,253
Miscellaneous expenses	64,052	10,753
Total expenditure	<u>2,703,558</u>	<u>2,332,174</u>
Excess of receipts over expenditure	<u>19,014</u>	<u>(247,199)</u>
Add: Prior year unexpended grants	79,077	44,694
Less: Grants refunded	-	(6,999)
Less: Current year unexpended grants	(86,424)	(79,077)
NET SURPLUS / (DEFICIT)	<u><u>11,667</u></u>	<u><u>(288,581)</u></u>

Families Program & Service Reports

‘Yeaca Dhargo’ Aboriginal & Torres Strait Islander Family Support Service

Department of Communities, Child Safety and Disability

“Yeaca Dhargo” is Turrbul language and means “Working Together”

Funded by



Overview

The Yeaca Dhargo Aboriginal & Torres Strait Islander Family Support Service (YDFS/Yeaca Dhargo) staff would like to pay respect and acknowledge the Traditional Custodians of the land on which we work and live. Staff would also like to pay respect and acknowledge the Elders, past, present and emerging.

The YDFS service delivery catchment area extends throughout the Brisbane and part thereof South East Regions. Specifically, service delivery spans out south to Inala, Forrest Lakes and Mt Gravatt; north to Brighton and includes the bayside areas of Wynnum and Cleveland, Stradbroke Island and the surrounding islands. Our support encompasses:

Advocacy

Building families knowledge of local services available to make informed decisions

Referrals

Linking families into other services and supports

Parenting Support

Building the capacity of families parenting

Community Support

Increasing families' knowledge on community events and groups for informal support and connection

Cultural Support

Engaging families with local Elders and community connection

The YDFS service continued to receive referrals from the Department of Communities, Child Safety and Disability Services (DCCSDS), Queensland Police Service (QPS), Education QLD (ED Qld), Queensland Government and non-Government Health services, community services agencies, self-referrals and from January, Yadeni Tago.

Throughout 2016/2017, YDFS received a combined number of 145 referrals out of this 129 were accepted under the current guidelines for YDFS.

The program staff and management successfully overcame challenges experienced as a consequence of staff changes, and the review and update of the staffing model which resulted in the implementation of the Community Support Worker (CSW) role, and a name change for Case Managers to Family Support Practitioners (FSP). These changes, enabled FSPs to increase the number of families they worked with as the support provided by the CSWs was directed at specifically undertaking the tasks identified as part of the case or action plan with the families.

Networking

Throughout the year, Yeaca Dhargo staff participated in local and regional networks and special interest meetings. Kurbingui's key role in the Yadeni Tago partnership, and specifically the facilitation of the Local Level Alliance (LLA), has also been an extremely valuable networking platform to highlight the disadvantage that Aboriginal & Torres Strait Islander people experience, especially the over-representation of our children and young people in the statutory systems throughout the Brisbane region. This platform has been effective in challenging organisations and individuals within them as to what and how they will work together to address this. While the subject can be confronting for some, we consider that the presentation of the information and the facilitation of the discussions has resulted in genuine collaboration between organisations, services and staff within them and the actions of working groups around specific areas that also encompass the experience of non-Indigenous families, children and young people, indicate that the issues specific to Aboriginal & Torres Strait Islander community members remain at the forefront. In addition, the sharing of cultural knowledge, skills and practices has also served to better equip non-Indigenous organisations to provide a more culturally appropriate service and therefore allow greater access to all community members in a safe manner.

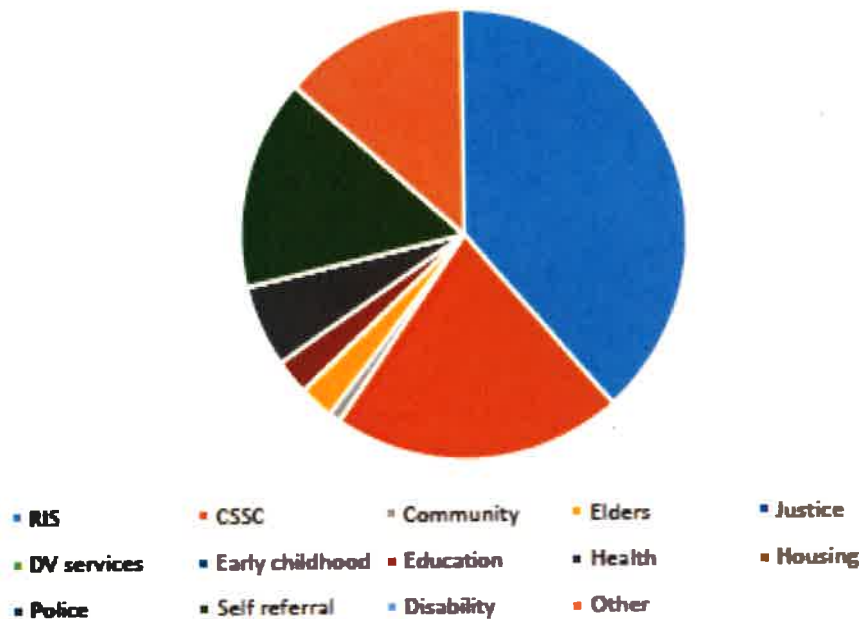
Membership of the LLA include members from other network groups which we have seen resulted in greater interest and attendance because of the cross-pollination of information, development of partnerships, collaborative responses as well as greater understanding of what we all do in the sector; thereby, generating confidence and credibility.

Consequently, staff of YDFS and other Kurbingui services report that they have experienced great accessibility through the network groups and most importantly the LLA, due to the regular meetings and working parties that enables them to have more in-depth involvement. In this in this context, more in-depth involvement equates to stronger relationships and communication with more streamlined referrals processes (in and out of Kurbingui) and overall access for our families, children and young people to receive the right service, at the right time and in the right manner.

The membership list of stakeholders and networks that YDFS and other Kurbingui services now currently link or collaborate with include, but is not limited to:

- Benevolent Society
- Uniting Community Care
- Queensland Health
- Child Youth Mental Health Services
- Education Queensland
- Jabiru
- Aboriginal & Torres Strait Islander Community Health Services (ATSICHS)
- Change Futures – Counselling, Professional Supervision, Group Facilitation, Mentoring, groupwork and therapeutic services such as Speech Therapy, Parenting Group, tailored training/ workshops, Physio, Exercise programs
- Bayside Child Protection partnership;
- Quarterly Service Meetings DCCSDS;
- Aboriginal & Torres Strait Islander Initiative
- Department of Communities, Child Safety and Disability Services (DCCSDS),
- Indigenous Family and Child Support Service (IFACSS),
- Mercy Community Services (MCS),
- Kummara Association Inc. (Kummara),
- Zane Roe Princess Alexandra Hospital Sexual Health Service,
- Aboriginal and Torres Strait Islander Clinical Health Services (ATSICHS)
- Institute for Urban Indigenous Health,
- The Murri School

Number of Referrals



- Medicare local,
- PHN
- Yuli Bari Ba Stradbroke Island
- Department of Housing at Inala, Buranda, Fortitude Valley and Chermshire
- Bernie Bray food support
- Kurbingui Youth Development Ltd Annual Report 2015 – 2016 Page 30
- Nexus – food, accommodation
- Joyce Wilding Hostel – Emergency Accommodation Women Shelter
- Electricity Providers (AGL, Origin, Energex) – applying for hardship subsidy scheme and introduction on our Organisation
- Busy at Work
- Help Enterprises
- Sarina Russo
- Designer Life
- Zillmere Community Centre – (Emergency Accommodation short term) (women's groups and other Community activities)
- Your Town
- MICAH – Emergency Accommodation introduction on our Kurbingui and Yeaca Dhargo Family Support
- MICAH- Northside Domestic and Family Violence service
- Capalaba Housing Service, Buranda Housing

Service; Chermshire Housing Service and Inala Services

- Roma House;
- State Primary and High Schools and Adult Education institutions, Independent Schools, Early Years
- SNAICC
- QATSICPP

Next steps forward

YDFS will continue to culturally support families in Brisbane, YDFS will continue to maintain current partnerships and build new partnerships with government and non-government departments and transition into the Family Wellbeing Model of service delivery. YDFS is motivated to continue to engage with local community to increase referrals and self-engagement for support, increasing connection to local families whom are reluctant to engage as well as promote the new criteria for the program. YDFS will also continue to develop and maintain partnerships with the PCPP's, to ensure Kurbingui continues to reduce the number of families, children and young people entering and re-entering into statutory systems where possible.

Glenda Jones-Terare, Executive Officer & Jackie Stewart, Team Leader, Yeaca Dhargo Family Support Service Kurbingui Youth Development

Numula Family Safety Program Responding to Victims, Perpetrators & Their Families

Funded by



Australian Government

**Department of the
Prime Minister and Cabinet**

“Numula” is Yugerah Language & means ‘embrace’

The Numula Domestic and Family Violence Program provides culturally responsive and sensitive support to Aboriginal and Torres Strait Islander men, women, children and/or their partners experiencing domestic and family violence. Numula is committed to assisting individuals and families flourish with the aim of keeping families together and moving forward without violence.

Domestic and family violence is the second most reported crime in Brisbane after break and enters (burglary). Numula was created in response to the demands of the local Aboriginal & Torres Strait Islander community due to the increasing number of domestic and family violence situations and the need for a culturally sensitive service. Numula is the only Aboriginal and Torres Strait Islander domestic and family violence specialist service provider in the Brisbane / Moreton Bay and Bayside Areas.

Numula Family Safety program is committed to a culturally responsive and inclusive practice which is strength based, child-centred and family-focused and promotes culturally safe practices and a circle of safety for all clients.

The program is aimed at reducing family and domestic violence and promoting non-violence and healthy relationships within Aboriginal and Torres Strait Islander families through case work, education surrounding the Cycle of Violence and specialist support.

Numula assists clients fleeing domestic violence and have strict protocols and procedures involving client privacy and safety. Work is also undertaken with male and female perpetrators on a voluntary basis.

Kurbingui like to acknowledge and thank Prime Minister and Cabinet under the Safety and Wellbeing program for their support and funding for this valuable program.

Staffing

Numula is staffed with 1.4 specialist support staff. A six-month snapshot of Numula referrals taken during a 6-month timeframe (January – June 2017) indicated a total of 82 families were referred into the program.

Client numbers and referrals into the Numula Program continue to grow and to address the capacity issues as best as possible Numula staff

work with many other partner agencies / programs / organisations to promote the delivery of culturally appropriate service delivery and collaborative case management. The number of domestic and family violence incidents continued to increase throughout 2016/2017 and as a consequence on many occasions staff had in excess of 35+ clients recorded as open.

In collaboration with partner programs internally and externally to Kurbingui, the full time Numula Support Worker (with support of the 0.4 position) aims to provide a holistic approach to support the client and their family members which may include but is not limited to the development and implementation of Safety Plans, Mental Health Support/Referral and Advice, Education and Support to clients to implement treatment plans for substance misuse, support with issues related housing and homelessness, advocacy, third party assist, court support, legal referrals, employment and pathways to employment, doctor's appointments, transport, child protection, FGM's, COC's, ID assistance, budgeting, referrals, counselling and victim assistance.

Numula's framework for practice also includes a holistic, strengths-based, narrative approach which has proved beneficial for the clients' education, physical safety and social emotional well-being. The Numula program has received positive feedback from stakeholders such as Probation and Parole, Queensland Police Service and the Queensland Department of Child Safety and most importantly the clients. This feedback is received and, where possible, implemented if changes are required.

Throughout 2016/2017, the demand for Numula staff to attend community events, address client group programs, stakeholder meetings, and community networking meetings increased. It is important to note, where possible, representation and participation occurs; however, this area remains a struggle due to capacity.

Numula receives the majority of referrals from Redbourne. Redbourne is a direct service provider and referral service and database used by the Queensland Police Service when called out to domestic and family violent incidents. The response time to contact all referrals from Redbourne and other stakeholders is 48 hours as staff are acutely aware of the urgency of support needed. Anecdotal evidence indicates that the increase in self-referrals is a result of word of mouth within the community including Elders and current and past clients.

Groups, Programs & Workshops

Women to Women Group

Numula continues to work collaboratively with the Zillmere Community Centre to host a Women's Group fortnightly held at the Community Centre. The Group came about with the interest from the local Community wanting a Women's Group that could provide education and respite for women feeling isolated and wanting to form friendships and support networks within their community.

The Zillmere Community Centre provides the venue and Numula assist in the facilitation of the group and fund a small healthy morning tea for the attendees. Numula staff are proud of the strong relationships developed with the diversity of the people who attend from all cultural backgrounds. This provides cultural learning through sharing of information. Topics of discussion are generated by the input of the participants of the groups.



NUMULA SAFETY AND WELLBEING GROUP

Numula Safety and Wellbeing Group has been developed to be a culturally appropriate and evidence-based intervention with an active all male group referred from Probation and Parole, self-referrals as well as other partner agency referrals. Guest speakers included Drug Arm facilitators who have assisted participants to access services and the Queensland Police Service who are eager to continue involvement with Numula program. Probation and Parole and Yeaca Dhargo clients along with Numula clients are referred to the group when it is identified that a number of individuals would benefit from a group program. It is anticipated that there will be an increase in the number of groups run throughout the remainder of 2017 and moving forward throughout 2018 due to the demand from internal and partner agency clients.

INDIGENOUS TRIPLE P PARENTING PROGRAM

Since commencement of the new Numula Support Worker in March 2017, the Indigenous Triple P Parenting Program was offered to parents, carers, guardians and staff either in a group or individual setting, parents, carers and guardians involved with family law matters, child protection and parents struggling and needing support with parenting strategies and advice have reported positive outcomes from their participation. Families where there are concerns or worries around the safety of children have also reported feeling more confident and competent in their parenting overall and have successfully demonstrated this to the Department of Child Safety resulting in cases closed and reunification plans commencing. The Triple P Program promotes behavioural management strategies that do not use aggression or forced physical discipline. Once completed, Numula staff continue to provide ongoing support with parenting education via phone or in their homes.





Triple P Action Participants

Glenda Jones-Terare, Executive Officer &
Hayley Smith, Numula Support Worker

‘Yadeni Tago’ – Brisbane Family & Child Connect & Indigenous Family & Child Connect

Department of Communities, Child Safety
& Disability Services

Funded by



Overview

The FaCC/IFaCC (Yadeni Tago) is an early intervention and prevention service that is designed to support families so that they do not enter the child protection system. The service provides information and advice to families that are referred, undertakes assessment of a family's needs and then refers families to the services that are appropriate to their needs. Referrals to Yadeni Tago can be made via a 1300 number or by webmail and all families must consent to receive a service.

The staffing model consists of a Program Manager, 1 team leader, 5.5 Family Response Facilitators and an Administration officer who are employed by Mercy Community Services. In addition, Kurbingui employs one Team Leader, 4.5 Family Response Facilitators and two Local Level Alliance Facilitators. The Local Level Alliance staff facilitate three alliances across the Brisbane region. The purpose of the LLA is to support the FaCC's by bringing together professionals from both the government and non-government sector in order to strengthen community connections, create improved and direct referral pathways for vulnerable families, utilise the knowledge of existing services and to map the service system to identify gaps.

In addition, the service also has access to two Department of Child Safety staff known as Principal Child Protection Practitioners who provide a consultative service to Family Response Facilitators for advice when working with more complex families. There is also a partnership with MICAH who provides the services of a Domestic and Family Violence Practitioner.

Referrals to the FaCC and IFaCC come from the general community as well as other community and government services. The service is open every day from 8.30am until 5.30pm and 2 workers are

rostered on each day to manage the intake both by phone and webmail.

In October 2016 the staff moved into the newly renovated office which is called Yadeni Tago House and is situated alongside the other KYD buildings. Most staff are situated upstairs whilst downstairs accommodates Intake, an Administration Officer and a Training room. The training room has been invaluable for not only the FaCC/IFaCC staff but is used by KYD staff as well as other community organisations. Staff have had the opportunity to develop professionally by attending a variety of training sessions and workshops this year which have included Triple P Parenting, Trauma Informed Care, Leadership and Management, Alcohol and Other Drugs, Behaviour Management to name a few. In September 2016 the partnership provided Induction Training to all the Yadeni Tago staff across the 3 organisations (MCS, ATSICHS and KYD) and this was held off site. It was a great opportunity to learn about the History, Values and Vision of each of the organisations, to get to meet all the staff and to gain a better understanding of Aboriginal and Torres Strait Islander history and culture. Late in 2016 a satellite office was established in the ATSICHS Intensive Family Support service at Dutton Park where two Family Response Facilitators attended two days each week. Unfortunately, this was not entirely successful with issues arising due to IT and staff absences.

In the first half of the financial year there was continuing rigorous efforts made to promote the IFaCC and FaCC across the government and non-government sector with weekly presentations. Promotion over the 12 months also included inviting services to team meetings and attendance at many community events including NAIDOC

week, Family Fun Days, Child Protection week activities, Cultural Festivals across the whole of the Brisbane region. The partnership also participated in a competition for DFV month, Orange the World, which we won with the prize being morning tea with Minister Fentiman. The promotion of the service will be an ongoing necessity with the constant change in the community services sector, not only with funding but with staff turnover. Executive Officer Glenda Jones Terare and Program Manager Julie Nelson participated in an interview that was recorded and made available on the Child and Family Commissions website, promoting the early intervention and prevention nature of the Family and Child Connect services. In addition Peakcare, the Child Protection Peak Body, promoted the Yadeni Tago partnership with an article in their widely distributed newsletter. The Program Manager submitted an abstract to SNAICC for the National Conference –The Journey of a Partnership between Two Aboriginal and Torres Strait Community Controlled Organisations and One Mainstream Organisation- which was accepted into the Program for the conference.

The Local Level Alliance Facilitators have worked hard promoting not only the LLA but the FaCC/IFaCC. LLA is progressing as it should with each individual Local Level Alliance group formulating projects and mapping the local sector. In May a combined LLA meeting was held with members from the Regional Family and Child Committee to discuss their priorities and projects for the upcoming 12 months with the view to aligning LLA projects to ensure that these projects are supporting the current reforms. The LLA Facilitators developed an e-newsletter that was sent to all member organisations on a fortnightly basis in an effort to not only reduce the number of emails sent but also to present LLA as a professional enterprise. In early 2017 all LLA's

committed to a project entitled Champions of Change which is a Domestic and Family Violence project that encourages organisations to develop staff skills for working in this area as well as organisational policies and procedures.

The Yadeni Tago Partnership senior leaders continued to meet regularly throughout the year to ensure the smooth operations of Yadeni Tago and to look at future opportunities for the partnership. The independent facilitator keeps a record of the meetings to assist in mapping the journey of the unique partnership so that we can document challenges and successes that might inform any future partnership arrangements.

Data

In the period 1st July 2016 to 30th June 2017 FaCC/IFaCC received 3472 Enquiries, 8% of which were for Aboriginal and Torres Strait Islander families. However, 13% of the families that actively engaged with the service were indigenous which indicates that a large number of the indigenous families that were referred did engage with the service in some capacity.

The most frequent referrer was the Department of Child Safety Regional Intake Service which is to be expected. The second most frequent referrer for all enquiries was self. In the case of our Aboriginal and Torres Strait islander families, 53% of all inquiries came from Child Safety followed by 12% being self-referrals.

The four most common suburbs from which referrals are received are Inala, Forest Lake, Acacia Ridge and Zillmere with Inala being the highest referral suburb. In terms of culturally and linguistically diverse families, 18% of all referrals were for families from a wide variety of cultural backgrounds however the most common countries of origin were India, Vietnam, China and Afghanistan.

In total during the financial year the service recorded 47,387 output hours and 85, 517 contacts with clients, given there have been periods of staff shortages this is a testimony to the hard work of the Yadeni Tago team.

Next Steps

In the next financial year there will need to be further discussions about a satellite site, probably in the Inala area for two reasons: to ensure the service's efficiency given the high number of clients situated in the South West, secondly to promote the engagement of Aboriginal and Torres Strait Islander families with the IFaCC. There are plans to produce more culturally appropriate promotional material in order to assist in increasing the engagement of Indigenous families with the program. The Brisbane North Elders have been an invaluable resource to Yadeni Tago and once again we will need to draw on their support to assist us in increasing engagement of the Aboriginal and Torres Strait Islander Community. It is also hoped that the purpose and function of the Local Level Alliances over the next 12 months will be further clarified and that their role within the child protection reform will be consolidated.

I would like to take this opportunity to thank the Brisbane North Elders, KYD Board Members and the Executive Officer, partnership management and staff for their support of Yadeni Tago. This partnership will continue to be an ongoing journey with many highlights and occasional challenges and look forward to the next 12 months of working together to support vulnerable families within our communities.

Julie Nelson

Program Manager

(FaCC/IFaCC)

Yadeni Tago Partnership

Community Program and Service Reports

Bridges Program Formerly the Parent and
Community Engagement (PaCE) Program

Funded by



Australian Government

Department of the Prime Minister and Cabinet

Overview

Bridges works collaboratively with schools, parents, children and the community towards improving educational achievements and overall outcomes as well as creating positive educational journeys for all of the family members. Over the past 12 months, Bridges has worked with over 250 parents and care givers, 380 children and 70 school-based and community-based support people who assist with Aboriginal and Torres Strait Islander school children and their families. This is how Bridges assist the community to become empowered and feel supported to develop knowledge and skills as well as reinforce their positive experiences. The Bridges program aims to:

- engage with schools and education providers to support improved educational outcomes for children;
- build strong leadership that supports high expectations of Aboriginal and Torres Strait Islander students' educational outcomes;
- support the establishment, implementation and/or ongoing progress of community-school partnerships; and
- support and reinforce children's learning at home.

The program is designed to enhance the capacity of parents/caregivers of Aboriginal and Torres Strait Islander children to engage with schools and education providers to improve educational outcomes for their children. This includes the formal establishment of partnership agreements between parent groups and school leadership to work together and improve the overall status of Aboriginal and Torres Strait Islander students in their school. Activities are flexible and unique and can include:

- yarning circles;
- school holiday activity programs; and
- workshops on numeracy, literacy, budgeting and behaviour.

The program also provides support and advice to parent groups to engage and interact more effectively in their children's educational challenges, particularly in relation to reading,

writing, and school attendance.

Agreement

Bridges has formed a positive relationship with the Brisbane Northside cluster school community whereby agreements have been established with 16 state primary schools. These agreements set out a number of measures to support a student's educational journey and can include:

- respecting and valuing students and acknowledging their cultural backgrounds;
- having high expectations of students and their abilities to learn and succeed;
- ensuring the 'what' and 'how' students learn is relevant to their lives and aspirations;
- developing ILP for students; and
- being flexible with school organisations and resources

Schools Engaged

Sandgate High
Mitchelton High School
Bray Park High
Stafford heights State School
Northgate State school
Virginia State School
Bracken Ridge High school
Jabiru Flexi School
Earnshaw College
Craigslea State High
Wavell State High school
Everton park High school
Bracken Ridge Pathways College
Taigum State School
Individual / family support

The Bridges program continues to work with families and young people in the area to engage and maintain their attendance at school. The program is working with 15 distinct 'clients' but further inspection of these figures identifies that

the program is actually supporting 45 individuals in total. This is due to the fact that most 'clients' that the program supports, belong to groups or families where educational disengagement is prevalent for more than one person in that group. At the time of writing, the program was still continuing to field enquiries regarding individual and family support.

School based programs

Art Program:

The art project was requested from the Principal and Teacher Aide at the Bracken Ridge Pathways College to teach Aboriginal, Torres Strait islander and non-indigenous students about culture and how art plays a unique role in aboriginal and Torres Strait Islander communities. The Project had 30 students at Bracken Ridge and 10 students at Sandgate High School. It also taught the students about Identity, Culture, Leadership and Confidence, In some cases students used the session as a self-care strategy when they were feeling anxious or stressed.

Average participants per week: 20

Mentoring Program:

Bridges received requests from a number of schools regarding mentoring for young boys who were displaying behavioral issues in the playground and classroom. Bridges worked with the group of boys through the lunch break utilising sport as the subject to get the group to work together and work on solutions when conflict would arise. After the break the Bridges Worker sat in the classroom and worked one on one with students who needed extra assistance with group work or assignments. One student created a veggie garden where the Bridges worker would help him every week to plan, build and maintain the space and utilise it as a timeout or chill out area.

Average participants per week: 30

Yarning Circle:

Bridges facilitated yarning circles at a number of schools. This program targeted Aboriginal & Torres Strait Islander students who wanted to learn more about culture and have a safe space for any community or personal issues raised and discussed without judgement. The students learned about Culture, Identity, History, NAIDOC, Racism, Bullying, Health and Physical activities. The topics varied from week to week depending on what the group wanted to talk about.

Average Participants per week: 15

Community Programs

Homework Club:

The after-school program worked in collaboration with Australian Catholic University (ACU) and local schools to deliver a home work program. This program continues to run every Monday afternoon 3:30pm-4:45pm over the 4 school terms. The program is aimed to assist students improve in the area of numeracy and literacy, also to complete homework by the end of the week. Parents and carers are encouraged to attend to assist with their child's learning. This also provides opportunities for a Bridges Support worker to engage with parents and caregivers and identify any additional support required. Across the 4 school terms, an average of 10 primary aged students and 1 ACU Student tutors participated every week. The Bridges Support Worker organised an energetic afternoon tea for the group. Unfortunately there has not been any involved in 2017 because many of them commenced full time employment . Bridges staff are working to source additional tutors as there have been less ACU tutors attending due to majority of the student had finished their volunteered hours.

Average participants per week: 10

Spear Program:

While the Spear Program was a Kurbingui Activity, the Bridges Worker worked in collaboration by assisting in the delivery of the program. The program had 2 groups, young men (school aged) from 3:30pm-6pm and the men's group commenced after that 6:30pm- late. The program was developed to enable urban living Aboriginal & Torres Strait Islander males practice culture and learn aspects practicing culture as well as the practical process of making a spear, what it meant as a male to have one and the responsibilities that come with prepping, carving and throwing a spear.

Average participants per week: 8

Back to School day:

The Back to School day activity was conducted on 20/01/2017 and was aimed at assisting Aboriginal and Torres Strait Islander children and young people and their parents get off to a great start to the year. Those who attended on the day were provided with access to free school bags, free haircuts as well as other activities and entertainment, and a free sausage sizzle. Rough estimates suggest that approximately 150 people attended the event; feedback was largely positive although the number of responses was lower than what would have ordinarily been expected. The

results of the demographic survey indicated that the primary target of the activity (primary school aged students) attended with a 77% response rate. Just under 50% the respondents lived in the local Aspley / Boondall / Careseldine / Geebung and Zillmere areas. The feedback results indicated that there is a desire within the community for such events to be continued and it could be argued that although word of the event spread through parts of the community, there could be some improvement in the area of promotion for future events. It must be acknowledged that the marketing strategy for the event was deliberately low-key to avoid the risk of not being able to fulfill potential demand for backpacks etc. due to the low numbers of community businesses and other stakeholders did not donate or invest in resources as they have the previous years.

Learner License Program:

The Bridges program assisted with the delivery of the Learner License course. The Bridges worker linked the Aboriginal & Torres Strait community into the program by acting as a referral pathway and liaised with Boondall Police and Zillmere PCYC.

Success stories:

- The end of year Celebration for the Kurbingui Homework club for 2016 with 9 Zillmere State School students, 3 parents, 1 ACU volunteer and the Bridges Support Worker.
- The Bridges Program conducted a new holiday program on Bribie Island. The Support Worker was impressed with the response from parents at short notice and had a very successful attendance. There was excitement about the new partnership with Yourtown
- 2 holiday programs were organised and implemented
- Meeting the new PCYC worker and working with her in the future
- Bunburra Touch Carnival where the Zillmere touch team came second in the carnival

Outcomes:

The Bridges Support Worker had extensive community exposure building the program, getting the word out and delivering a very efficient case management role throughout the last 12 months. Throughout the last 6 months with the employment of the new Support Worker a large number of school activities were delivered including mentoring, yarning circles, art programs, reading groups and NAIDOC celebrations. A number of disengaged young people were closed from the program and a new influx of new referrals were

received. Due to the high demand for school activities staff were very aware of the need for self-care. With the support of management and strong partnerships, capacity has been managed. Kurbingui Bridges program staff would like to acknowledge the strong partnerships with Zillmere PCYC, Yourtown, Zillmere Community Centre, Jabiru Flexi School and Aboriginal & Torres Strait Islander Teacher Aids and Ed QLD Community Engagement Coordinator's in the Metro North and Moreton Bay regions. It should be noted that the demand for the program continues to grow and contingency plans need to be developed where possible. It is anticipated that discussions with all stakeholders will occur to source a solution to meeting the increasing demands.

Group/Activity	Participants	New participants	Existing Participants	Referrals (Internal)	Referrals (External)
Kurbingui Homework Help group	10	-	10	-	-
School Holiday Program – Bronte Island	3x Kurbingui staff 1x Elder 30 Parents 12x children				
Statehouse Meeting Re: Aspley High School student death	8 x Participants				
Education Main Office Brisbane City	3	-	3	1	-
Individual / family support	(families)				
	20 (individuals)	-	20	2	-

Group/Activity	Participants	New participants	Existing Participants	Referrals (Internal)	Referrals (External)
Aboriginal and Torres Strait Islander parent group – Virginia SS	6	-	6	-	-
Earnshaw State College Aboriginal and Torres Strait Islander study group	6	-	6	-	-
Get Active Touch Carnival	15	4	11	-	-
Kurbingui Homework Help group	12	3	9	-	-
Morayfield State School - Indigenous Reading Group	39	-	39	-	-
Individual / family support	15 (families)	1	14	1	-
	30 (individuals)	2	36	2	-

Group/Activity	Participants	New participants	Existing Participants	Referrals (Internal)	Referrals (External)
Aboriginal and Torres Strait Islander parent group – Virginia SS	6	-	6	-	-
Earnshaw State College Aboriginal and Torres Strait Islander study group	6	-	6	-	-
Kurbingui Homework Help group	12	3	9	-	-
Morayfield State School - Indigenous Reading Group	39	-	39	-	-
Individual / family support	15 (families)	-	15	1	-
	30 (individuals)	-	36	2	-

Group/Activity	Participants	New participants	Existing Participants	Referrals (Internal)	Referrals (External)
Aboriginal and Torres Strait Islander parent group – Zillmere SS	6	6	-	-	-
Kurbingui Homework Help group	10	-	10	-	-
	10	5	5	-	-
Individual / family support	3 (families)	-	3	1	-
	10 (individuals)	1	9	2	-

Group/Activity	Participants	New participants	Existing Participants	Referrals (Internal)	Referrals (External)
Kurbingui Homework Help group	12	-	12	-	-
Individual / family support	3 (families)	-	3	1	-
	10 (individuals)	-	10	2	-

Group/Activity	Participants	New participants	Existing Participants	Referrals (Internal)	Referrals (External)
Aboriginal and Torres Strait Islander parent group – Zillmere	6	-	6	-	-
Earnshaw State College Aboriginal and Torres Strait Islander study group	6	-	6	-	-
Kurbingui Homework Help group	13	-	13	-	-
Morayfield State School - Indigenous Reading Group	39	-	39	-	-
Individual / family support	5 (families)	-	5	1	-
	20 (individuals)	-	20	2	-

Travis Coyne
Bridges Support Worker

Kurbingui Community Access Program Formerly “Indigenous Community Links (ICL)” Program

Funded by



Overview

The Kurbingui Community Access program has continued to be supported and funded by Kurbingui Youth Development Ltd. Community Access program is funded by Kurbingui and operates 2-days a week Mondays and Fridays weekly from 9.00am to 4.00pm.

Computer and Internet access are still a key part to the Community Access Program, along with telephone, printer, scanning and fax access.

Highlights

The Community Access program continues to move forward and as a self-funded program the flexibility of evolving to the needs of the community is achievable and not restricted by funding constraints tied to a set model at a set time. Community Access continues to be a part of the complementary programs provided by the organisation that offers assistance and support to community through activities, events, workshops and short programs including but not limited to:

- Mabo Day
- The KATSICE Program
- ORC International
- Homework Support
- Back to School Day for families
- School Holiday Activities
- The Women's Group
- Community Days
- Art Exhibition

Kevin Maund, Program Manager – Communities & Milliana Nuga, Complementary Services Program Coordinator

Skilling Queenslanders for Work (SQW)

Overview

Kurbingui Youth Development Ltd (KYD) and the Department of Education and Training (DET) have been working in collaboration in the provision of training, education and employment opportunities to the North Brisbane Indigenous catchment. The initiative is funded by the Queensland Government to upskill Queenslanders who require assistance and development of skills and qualifications to directly enter the workforce and sustain their employment successfully.

Funding

The Palaszczuk Labor Government 2015, re-introduced the Skilling Queenslanders for Work program, which Kurbingui was again successful in securing programs in both, first rounds on offer in 2016 & 2017. The programs that KYD was successful in securing in the 2016 first round included Ready for Work (Footprints to Employment), Community Work Skills (Which Way Your Way) and Work Skills Traineeship (Certificate I Business Administration & Certificate I Construction Traineeships). The SQW programs KYD were then successful in securing in round 1 of 2017, were the Work Skills Traineeship (Certificate I Business Administration & Certificate I Construction Traineeships), Community Work Skills (Which Way Your Way) and the First Start (Certificate III Business Administration). We also applied for Work Skills Traineeship offered in second round of 2017, though waiting to hear results.

Goals and Outcomes of the SQW Program

Kurbingui set out to provide the Aboriginal & Torres Strait Islander community of North Brisbane and Moreton-Bay with an opportunity to provide successful programs based on the community needs and gaps in services. Overall, Kurbingui continues to provide the community an opportunity to establish links and engagement while ensuring cultural networks and connections are maintained in a safe and culturally appropriate environment.

Works Skills Traineeships

After winning the SQW program funding, Kurbingui

staff worked to ensure the achievements of expected goals and outcomes were achieved. The identified goals and expectations of SQW and DET is that a minimum of 65% enrolment in the certificate programs and 55% employment outcomes. KYD had great outcomes from the Works Skills Traineeship (Certificate I in Business and Construction meeting well above 75% in both enrolment and employment outcomes.

During the trainees' employment at Kurbingui, the trainees assist Kurbingui's running on a day-to-day basis. The business administration trainees assist with running the admin sections of Kurbingui and Yadeni Tago and help to organise events, such as the Bringing them Home Morning Tea and Yarning Circle. The construction trainees added to Kurbingui by cleaning out the old bakery and turning it into a usable space.

Community Work Skills

The Which Way Your Way program though had challenges with achieving required numbers, the participants who did undertake these programs added much value to the organisation. Under this program we were able to offer the Certificate III in Individual Support (training in working in aged care and disability), and certificate II in Community Services, Business and Hospitality. We had a total of 18 participants enrol across the different streams and had great success with several of the participants moving into full-time employment. The registered training organisation had some issues of consistency, which influenced the running of the program, and requiring Kurbingui to apply for contract variation, and we still have participants completing their final placements.

Ready For Work Program

The ready for work program (Footprints to Employment) was another program targeting job ready skills for the 15-24 year olds. We have run several workshops and individual one on one sessions around preparing yourself for employment. In this program we taught the skills of resume writing, how to search for employment on-line, address selection criteria in job advertisements and interview techniques. Again,

we had some great outcomes for this program, though we found recruitment difficult.

First Start Traineeships

March this year we were able to employ another two staff in Business administration, as we were successful in obtaining two First Start traineeships through SQW to subsidise wages. Both trainees have been an asset to KYD and will complete their Certificate III in Business Administration during their training.

Belinda Ott, Special Projects / SQW Support Kurbingui Youth Development



Complementary Programs & Services

Kurbingui Aboriginal and Torres Strait Islander Community Engagement (KATSICE Program) (Formerly Engagement Black Fella Way)

This is a Fee-for Service Program funded by:



Overview

Kurbingui Aboriginal & Torres Strait Islander Community Engagement (KATSICE) targets audiences from non-indigenous and indigenous government and non-government organisations that provide services to Aboriginal and Torres Strait Islander people, families and communities.

The aim of the project is to provide suggestions, guidance, support and strategies to the target audience in how to engage with Aboriginal and Torres Strait Islander peoples within their community by sharing cultural knowledge and understanding. It also provides more in-depth education regarding historical and current issues impacting on Aboriginal and Torres Strait Islander peoples in the community. The program is a "fee for service" with costs charged on a sliding scale for organisations, agencies and community groups. Feedback about this program has been extremely positive and indicated that it is a much-needed short program and internally an excellent vehicle for Kurbingui staff to build the personal and professional strength, confidence and cultural knowledge of stakeholders to assist community members to break the cycle of trauma through family violence, substance abuse, isolation, overcrowding, suicide and family breakdown.

This program comprises of forums, workshops and other activities. Outcomes achieved include:

- People seeking assistance often require a multi-

agency response and the two-way connection to Indigenous community-based agencies adds value to the work being provided in mainstream environment.

- Participants, workers or community members, have acquired a greater knowledge of services and support networks.
- Families feel better informed about services and products that may assist them.
- Attendees have a better understanding of the impacts of past policies and practices implemented on Aboriginal and Torres Strait Islander people.
- Workers gain knowledge of Indigenous services and connections with the Aboriginal and Torres Strait Islander community.
- Service providers feel more confident in servicing Aboriginal and Torres Strait Islander clients in a culturally sensitive and appropriate manner.
- Agencies and their employees can and will implement strategies from the workshop back at their workplaces.

Highlights

The KATSICE Program has gone through many changes with ongoing reviews and tailoring the content to be specific to the audience as well

as being delivered at places of work in various industries.

Over the past year Kurbingui has delivered a variety of KATSICE programs to larger and smaller groups as well as the overview version and specific to the organisation. The success of the program can be attributed to the connection that the participants can have with the guest speakers and presenters.

Throughout 2017/2018 it is anticipated that the KATSICE Program will be run more frequently with the aim of reaching a broader audience. The tailored programs will also continue to be developed as requested and promotion of the programs to organisations that work with our Aboriginal and Torres Strait Islander community members in all areas will increase.

MABO Day

In the past couple of years Kurbingui has been working closely with Edward Monaei to assist with the organizing and preparations and attending meetings leading up to the Mabo Day Celebrations. This year marked the 25th Anniversary of Mabo. Mabo Day was celebrated over a number of days which started on the 29th of May through to the 4th of June 2017. Community Elders and Leaders travelled from up North as far as Murray Island down to Townsville and across from Darwin and Canberra to celebrate the 25th year Anniversary of Mabo here in Brisbane. The march took place on Cordelia Street, from the corner of Musgrave Park to the Jaggera Hall where people from all over Qld attended including children and young people. Celebrations kicked off in King George Square and ended at the Jaggera Hall at Musgrave Park. There were special guest speakers, dance performances, free cultural activities, traditional music and a Traditional Feast for all to enjoy. The Local Aboriginal and Torres Strait Islander Communities were well represented throughout this period of celebrations. Along with our Local Community Elder's, Queensland Police Services, Police Liaison Officer's, and many government and non-government organisation's were included in the participant groups during the day of celebrations.





MABODAY2017

The 25th Anniversary



- 29 May **Flag raising** King George Square, 9.30am
- 2 June **Procession** Radcliffe Place, 9.15am
- 2 June **Community Day** Courier Mail Plaza, South Bank, 10.00am
- 2 June **Cultural Night** Courier Mail Plaza, South Bank, 5.00pm
- 4 June **Torres Strait Church Service** Holy Trinity Church, Fortitude Valley, 9.00am

- Guest speakers
- Traditional and contemporary performers
- Food stalls and sponsor stalls
- Children's workshops

f MaboDaySEO

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📷 MaboDaySEO

www.MaboDaySEO.com.au

ORC International

Kurbingui has taken part in hosting sessions for ORC International to help with Research. They asked if we could get any interested Aboriginal & Torres Strait Islanders to come along and take part in doing smoking surveys. Each session was held at Kurbingui, where people came along and participated in the surveys that were facilitated either a Kurbingui or ORC staff member. On completion of the surveys each participant received an incentive for taking part in the research. This was the second time various community members took part in the surveys.

Art Exhibition

In June, Kurbingui had the pleasure of hosting our first ever Art Exhibition. Local Indigenous Artists showcase their work for Community to see and purchase. Was a great family night where people came along to enjoy the entertainment, light refreshments and see what our Local Artists had to offer. A great turn out of for the evening of about 150 people including children came along. We not only had paintings on display, there were handmade artifacts, furniture and many more different types of artwork on showcase. Most of the artwork were available for purchase and some were on display and people were able to place an order.



Kurbingui
youth development Ltd

COMMUNITY ART EXHIBITION



Please come along and help celebrate the amazing works by some of our local Artists.

- Mixed media woodworks, acrylic and oil paintings!
- Showcase for one night only!

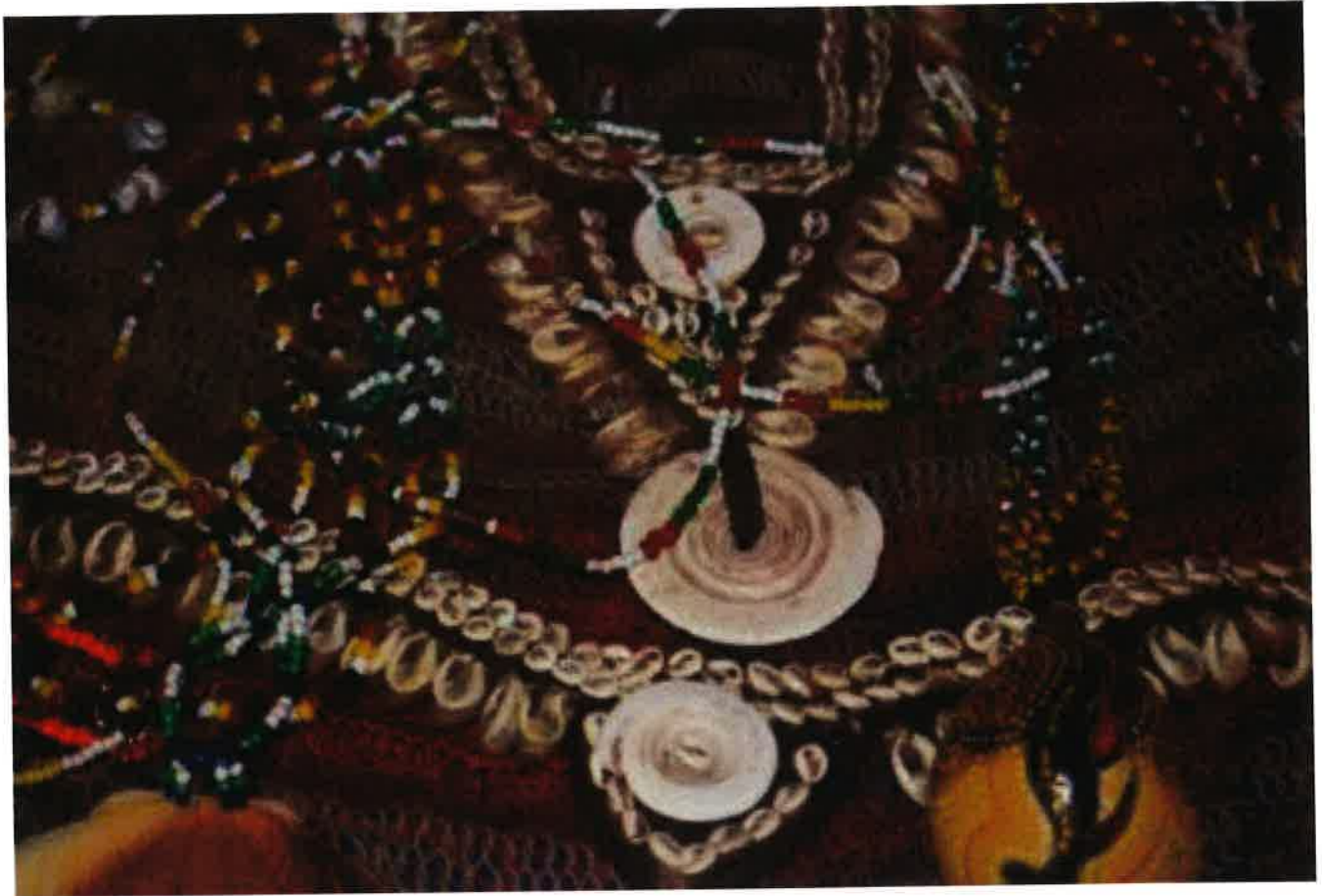
When:
Wednesday 28th of June 2017
Where:
Kurbingui Youth Development Ltd
425 Zillmere Road, Zillmere QLD 4034
(Old Bakery)
Time:
6:00pm-8:30pm



Drinks and Nibbles Provided
(Non-Alcoholic)

If you have any queries, please do not hesitate to contact our office on Phone: (07) 5555 4888





Footprints to Employment

Footprints to Employment is a program for active Indigenous Job Seekers. For four days a week (Monday & Tuesday Group 1, Wednesday & Thursday Group 2) Kurbingui provided comfortable space and support for the 6-8 weeks program, Designer Life facilitated the sessions for participants focused on helping them to gain employment or taking step towards reaching their goals. Advertising was undertaken throughout our networks as well as going into shopping centres to put up our flyers and talking to local community organisations as well as face to face when community members come into the centre.

Example:

**Looking for work?
Positions available.**

*Are you Aboriginal and/or Torres Strait Islander ?
Are you interested in gaining employment and want to develop the
skills for this? Kurbingui wants to offer this opportunity to our people!
Footprints to Employment Starts 7th Feb 2017.*

Footprints to Employment is a 2 Day course that runs for 6-8 weeks.

Limited positions available. Please be quick!

**If you would like to be considered please contact Milliana at
compaservices@kurbingui.org.au
or drop into our office 425 Zillmere Rd, Zillmere
PH 3156 4800 Mon-Fri
425 Zillmere Road, Zillmere**

*This training is proudly funded and supported by the Queensland
Government through its Skilling Queenslanders for work initiative.
Eligibility Criteria applies.*



Community Day

During 2016/2017 Kurbingui hosted a Community Day on 1 July 2016 and February 2017. Kurbingui has run a Community Day and a Back to School Day each year for the families to come along and meet up with other community members while they enjoy the entertainment, watch Traditional Performances and have a chat while they eat and have a laugh. The Community Day is to bring the Community together, to see what Kurbingui has to offer and also get to know other organizations that we have partnerships with are in the area. This gives Kurbingui staff the opportunity to share information with community members a better understanding of what type of services are provided by Kurbingui.

Feedback from community members indicate that they felt a little more comfortable connecting with internal and external program providers as they were able to have a yarn with them before they sign up to receive services. Back to School Day with Bridges Program, work towards helping parents get their kids better prepared for school. Children receive free haircuts from the local hairdressers on the day, as well as receive school bags which contains a lunch box, drink bottle and basic stationery. At these events Community Elder's and Local MP's also come along to show their support and connect with the community members which works well for the family to have a voice about their concerns with whatever issues they may be experiencing.

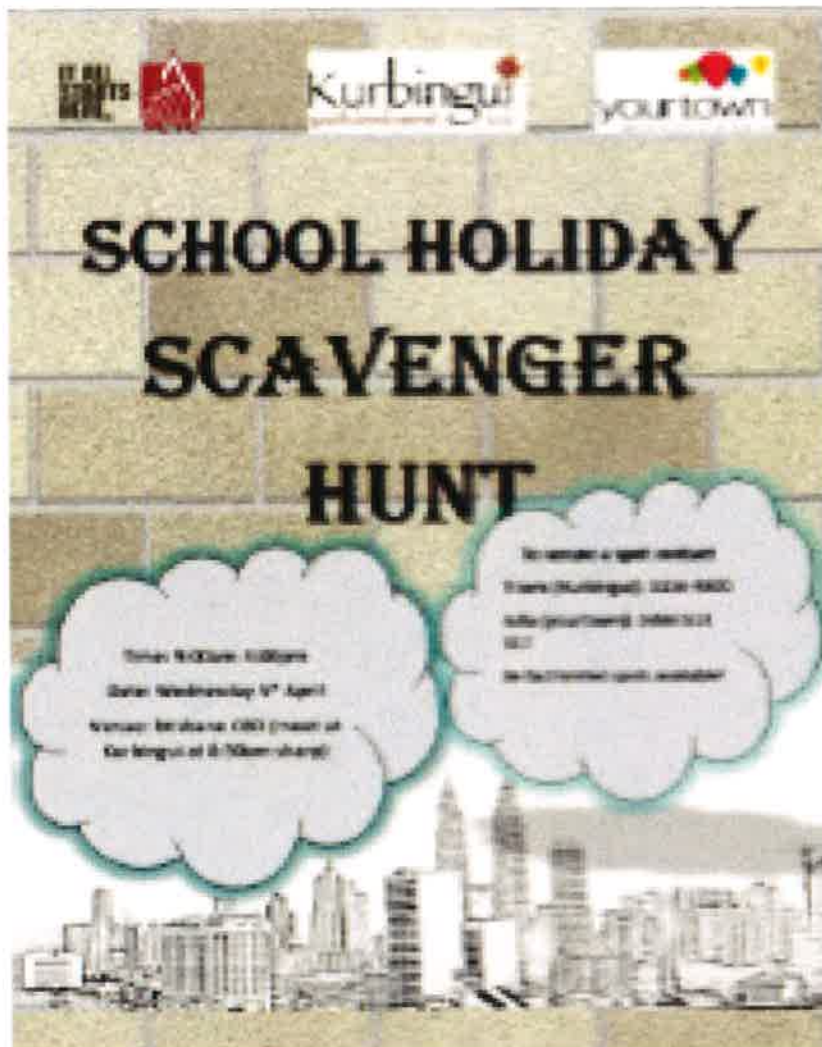






Homework Club Support

Assisting the Bridges Program Support Worker with Homework Club on Monday's times between 3.30pm – 5.00pm. Primary School children from Taigum & Zillmere State School and on some day's children from Aspley High School and Brisbane Youth Justice attend. Tutors from the ACU come along to volunteer their time to assist with the children.



School Holiday Activities

Supporting Bridges Program working in collaboration with Yourtown and Zillmere PCYC. Staff from Kurbingui and partnering organisations plan activities for the School Holidays and take groups of children out for a day during the holidays. Kurbingui provides transport, food and drinks for all these trips. Kurbingui hosted two activities in this period, one scavenger hunt and a day at the beach doing activities. The kids enjoyed the days out of the house, while their parents were able to have a break.

All these the children met as total strangers and by the end of the day made new friends.

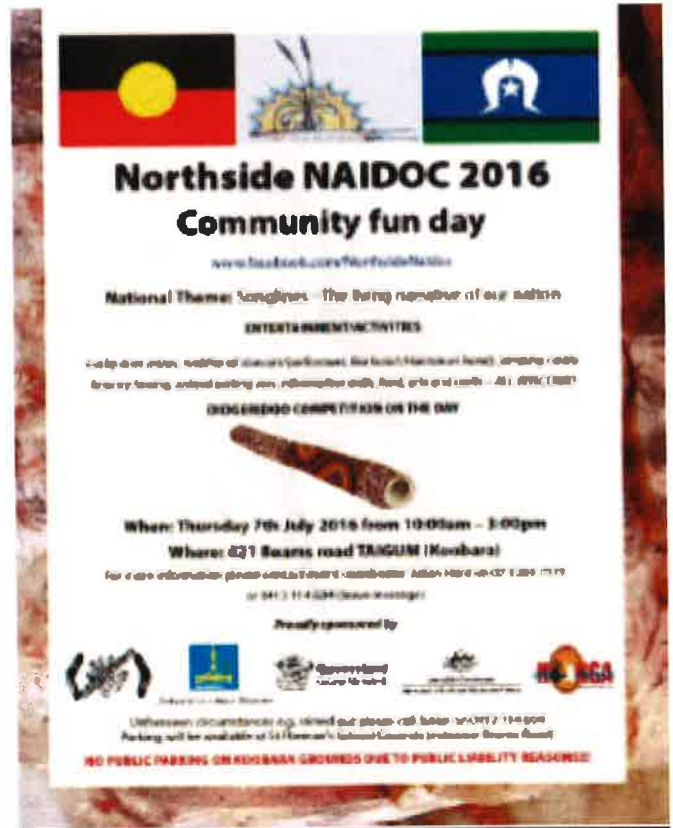


Women's Group

Numula Program works in collaboration with Zillmere Community Centre in hosting a Women's Group every second Tuesday at the Community Centre. During 2016/2017 session's included Mother's Day Bingo, Music & Art Therapy, Multi-Culture Day, Women's Self-Care Workshop.



NAIDOC Photos



Milliana Nuga
Complementary Services Program Coordinator

Human Resources

Number of staff

Over the year 2016 – 2017, Kurbingui Youth Development Ltd (Kurbingui) employed 78 people, of whom 55 were linked directly to programs and services and 4 worked across more than one program or service. For example, the Executive Officer, Program Managers, Business Support Officer. Subsequently, the headcount fluctuated with the commencement of each Skilling Queenslanders for Work traineeship block; such as 12 employees for a Construction traineeship over 22 weeks and 13 employees for a Business Administration traineeship over 20 weeks. Refer to the Skilling Queenslanders for Work program report for further details.

Refer to the Organisational Structure on page ii of this Annual Report for a breakdown of positions in each program / service and department.

Commitment to Professional Supervision and Employee Assistance Program (EAP)

Kurbingui acknowledges the sometimes-distressing nature of matters presented to staff. Team leaders and management consult with staff regularly and offer access to professional supervision as well as an Employee Assistance program as a matter of process; particularly during debriefs and reflection discussions.

When a team leader or manager recognises a staff member is managing a complex matter, or a staff member requests support, accessing professional supervision or a professional practitioner within the EAP is recommended.

Workplace Relations Award

For employment terms and conditions, service delivery staff are covered by the Social, Community Services, Home Care and Disability Award 2010. Pay rates are currently in accordance with the Queensland 'Fisher' & '316 Regulation'.

From time to time, in accordance with duties performed, administration and finance staff are employed and covered by the Clerks – Private Sector Award 2010 for both employment terms and conditions and pay rates.

The Skilling Queenslanders for Work Business Administration trainees are covered by the Clerks – Private Sector Award 2010. The Skilling Queenslanders for Work Construction trainees are covered by the Building and Construction General On-site Award 2010.

Employment Contracts / Agreements

All program and service staff are employed on a maximum-term contract which specifies the funding period of the program or service in which they're engaged. Any staff members not linked to a specific program or service are engaged on short term or 12-month contracts.

Strategic workforce planning

Careful workforce planning for each program or service occurs during the submission stage of applying for funding. Once a program / service commences, we work hard to maintain and provide effective outcomes with our staff.

We strive to be a responsive and evolving organisation. Any changes required within a program / service includes a review of job roles, staff experience, skills and strengths, and any learning and development requirements.

Rostered Day Off (RDO) implementation

An optional RDO system was trialled and implemented in early 2017.

Program / Service / Department	Total	Number of Female Staff	Number of Male Staff
Senior management	3	2	1
Programs and services	52	36	16
SQW trainees – Construction & Business Administration	23	14	9
Total number of staff for 2016/17 year	78	52	26

Over the next year, Kurbingui will be looking at ways to improve workforce availability and attendance. This may include such strategies as:

- Building leadership capability through training managers and team leaders;
- Improve attendance reporting to enable managers and team leaders to analyse, monitor and target emerging and/or recurring issues;
- Refine the leave application process;
- Maintain and/or improve communication between staff and management / team leaders in relation to leave requirements;
- Monitoring the Rostered Day Off (RDO) arrangement; and
- Putting leave on the agenda at management meetings with a focus on what action can be taken to better engage staff on attendance issues.

Performance improvement and standards of behaviour

Kurbingui managers and team leaders strive to motivate staff as much as possible and undertake a performance improvement process when required. Our aim is to give struggling employees the opportunity to improve and succeed while still holding them accountable for past performance.

Performance review and planning process

Our performance review and planning process is designed to encourage high levels of performance by providing all staff with a clear link between their work effort and program or service priorities. All staff develop and negotiate an individual performance plan with their manager. The plans:

- give staff a clear understanding of their role and the performance and behavioural standards expected of them;
- align individual and team effort to program / service priorities; and
- help staff identify their learning and career development needs.

Performance improvement

Any breaches of Kurbingui's policies, code of conduct, service requirements or legislation are taken seriously, and appropriate action is taken when required. Investigations are conducted in line

with procedures, which ensure that staff are treated fairly. Disciplinary action taken throughout 2016-17 included coaching and counselling discussions, warnings and, in a few instances, terminations occurred for unsatisfactory performance of which the majority occurred during probationary periods.

Recruitment, Selection and Onboarding

Recruitment processes were undertaken for a variety of roles including family support practitioners, family response facilitators, team leaders, and trainees; ranging from trainee to level 6 classification levels.

Selection is meritorious, fair and transparent. All unsuccessful candidates were advised in writing.

Onboarding processes ensure employment documentation is provided to new starters prior to commencement and completed forms are forwarded to payroll and appropriate staff for actioning.

Employment and Board representation of Aboriginal and Torres Strait Islander peoples

Kurbingui aimed to have Aboriginal and Torres Strait Islander people representation of no less than 80 per cent for employment and 90 per cent for Board of Directors by the end of 2016-17. We achieved approximately 95 per cent representation of Aboriginal and or Torres Strait Islander staff and maintained 100% Board of Directors.

Learning and Development

Kurbingui invests in building the skills and capabilities of staff to build a workforce with the capability to meet future service delivery challenges. During this year, staff were supported to undergo professional development and training in various therapeutic responses as well as Stronger Families framework, common assessment tools, ARC database and many took part in completing their Diploma of Community Services with the DA'VANGE Group. Kurbingui will continue to work with our partners in the areas of professional development, training and further education to support the ongoing development of staff.

Induction program

All new staff are inducted within the first two weeks of employment with an aim of being job-ready

once they commence more formally on-the-job. Probationary reviews are conducted throughout a new staff member's first six (6) months and include a review of their job performance, behaviours as well as outline expectations and develop a learning and development plan where required.

Leadership and management development

Kurbingui managers and emerging leaders undertook a series of management sessions to develop their management skills. This included:

- Leadership skills for supervisors – communication, coaching and conflict
- Business leadership – becoming management material
- Managing pressure and maintaining balance
- Performance management

Staff development

Courses that were prioritised in 2016-17 included the following professional development training

and conferences:

Training

- IFS/FACC Procedure training
- Common Assessment Tools training
- Indigenous Triple P
- Trauma Grief and Loss
- ARC Database Training
- Skills for Performance Management
- Trauma informed care and practice
- ICE Treatment and Therapeutic Interventions
- Calxa Training
- Child Protection Legislation
- Solution Focused Therapeutic Interventions
- Domestic & Family Violence Response Training
- Phone System training
- First Aid renewal
- CPR renewal
- Personal Mastery (Emotional Intelligence)
- Fear and Failure and Self-belief
- Types of thinking, managing pressure and maintaining balance
- Client Service
- WHS & Diversity in the workplace (EEO, bullying, harassment)
- Communication – conflict resolution, coaching, delegation, writing, report writing
- Time management, self-organisation skills, meeting procedures, pursuing personal growth

Conferences

- Indigenous Economic Conference

Lisa Russell

Human Resources Consultant

Smart Business Operations Pty Ltd