
KYABRA COMMUNITY ASSOCIATION INC.

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Raj Padhee

LIFE MEMBERS

Don Bowles
Wilma Bowman
Beth Cole
Lawrie Gearin
Averil Van Der Velden
Ruth Wait

We acknowledge support from the following Funding Bodies:

- Commonwealth Department of Families, Housing, Community Services and Indigenous Affairs
- Commonwealth Department of Health and Ageing
- Queensland Department of Communities
- Queensland Department of Child Safety
- Queensland Department of Housing
- Disability Services Queensland
- Home and Community Care - Queensland Health (A joint Commonwealth and State/Territory program)
- Brisbane City Council
- Gambling Community Benefit Fund - Queensland Government
- Jupiters Casino Community Benefit Fund
- Viertel Charitable Foundation
- Zonta
- Commonwealth Carer Respite Centre

We would also like to thank all the individuals and organisations who have so generously donated to Kyabra Community Association Inc.



President's Report

Melody Edwardson

The Kyabra Board has reflected on the significant changes that have occurred at Kyabra over the last few years. These changes include a rapid growth in service provision and increased demands on services, as well as increased expectations from funding bodies by way of quality assurance measures (licensing, standards), data collection, financial accountability and government regulations.

Board Members recognise the commitment and passion of David O'Toole and his staff who have extended themselves to meet these changing times by willingly taking on the many challenges presented. As a Board we believe that 'our staff are our most valuable resource' and thank staff and community members for joining with us in moving this organisation forward.

Several years ago the Board made the decision that we could no longer depend solely on government funding but needed to look at possibilities around income generation. Greater financial independence would enable us to better determine our own direction and responses to community. The development of Lighthouse Resources and our newest enterprise, the Property Acquisition Project, are a conscious move in this direction in line with our Strategic Plan. It is our hope that through these additional financial resources we can respond to the pressures on staff and service delivery to our community.

Kyabra is now moving into another stage of its development with some exciting possibilities ahead. The Board is

committed to ensuring that Kyabra's future development progresses in a planned and well managed way. It is timely, too, that we revisit the vision, values and principles that guide the operation of Kyabra as these form the reference points for everything that we do. It is critical that these reflect Board and staff beliefs, understandings and current best practice. It has also been recognised that there is a need to enhance our organisational structure. This includes a review of the role of the CEO so that this position can build on the progress Kyabra has made and lead the process for Kyabra to be well placed to manage our future growth and development.

In line with the Board's commitment to a strategy that is well planned, with appropriate involvement of key stakeholders we have engaged a consultant who is working with the Board to progress this. Whilst this process has commenced completion is several months away. We were aware that some immediate changes needed to occur. Interim structural changes have been implemented at the Senior Management level with the CEO focusing his attention upon organisational development and Senior Management taking over previous CEO functions related to client services and practice matters.

There is an exciting time ahead, a time in which Kyabra is developing the capacity to be more responsive to community needs in a service that supports its staff well. We are committed to quality practice and best outcomes for our community.

We thank our funding bodies, partners, staff and community members for their commitment to Kyabra and to our community and we look forward to journeying together in the next 12 months.



Chief Executive Officer Report

David O'Toole

The previous year has seen significant changes in policy direction at both State and Federal levels. These welcome policy shifts have seen a greater focus on Early Intervention and Prevention and have afforded us the opportunity to pursue our own hopes to support families and individuals to achieve their hopes and goals.

At State level, the development of an Early Years Strategy has mirrored our own goals of supporting families and children from an early age. We hope that the development of a Child Care facility on site will have a number of benefits. Firstly, it will provide for greater access to the broader range of Kyabra Services and activities. Secondly, it will provide quality developmentally based learning opportunities for children. Finally, it will compliment our integrated services and allow further access to allied health services for families.

The Department of Child Safety move to fund residential out of home options for children in care is welcomed in that family based care is not always the best option and broadening these options will meet a critical need. In December 2007 we received funding for our first residential facility and we opened the door for business in June 2008. The development of this facility occurred in close collaboration with the Department and we are grateful to them as partners in this very worthwhile endeavour.

The Commonwealth Governments Green Paper on Homelessness challenged us in the Sector to look at different ways to address homelessness. Kyabra welcomes the discussion and has actively sought to improve our responses to homelessness. Most significantly has been two Early Intervention Projects funded by the Department of Communities and the Department of

Housing. These Projects have clearly demonstrated the value of preventing homelessness by intervening before a tenancy has completely broken down. The success of these Projects has resulted in their extension. We are grateful to both Departments for their support and look forward to our continued working relationship.

Our Property Acquisition Project has been a unique response to homelessness in that it is a result of partnership between government, community and business. This Project has sourced a number of properties that are not required for various reasons such as resumption or flood mitigation purposes. Kyabra relocates the properties and refurbishes them with the assistance of the State Government Skilling Queenslanders for Work program. The properties can then be utilised to provide housing for families who would be a priority under the Department of Housing's One Social Housing Policy. We are extremely grateful to all our partners in this venture including the State Government and the Brisbane City Council who have demonstrated their commitment to improved Social Housing.

Business Development has blossomed throughout the year. Lighthouse Resources continues to be a valuable practice resource to both the Sector and to Kyabra itself. We are fortunate in being able to access such a critical resource. The highest standards of practice help us ensure our obligation to those community members who access Kyabra Services. Lighthouse Resources continues to support the development of our practice base and we can claim that we are truly a learning organisation.

The Property Acquisition Project has enabled us to build our asset base so as to enable us to meet service goals. These include the provision of affordable accommodation, the development of a Residential Facility for young boys and the potential to provide accessible accommodation for people with a disability.

In all cases our business development is closely aligned with our Vision and Strategic Plan. Our only reason to further develop these activities is in furthering our goal for a safe and fair community. We are fortunate to have Robert Hannaford as our Business Development Manager in that he has a firm commitment to the Vision of Kyabra as well as the business acumen to help us realise this Vision.

Throughout the year we have seen significant growth in funded services. The National Respite Development Fund has meant that we can broaden our response to families who have a member with a psychiatric disability or a mental health issue. Funding from National Australia Bank has broadened our ability to provide no interest finance to community members. The Building Tomorrows Together Project continues to support families in their hope to develop accommodation options for their son or daughter with a disability and finally, the Residential for young boys has meant improved responses to children in care and their families.

Whilst all of this funding is welcomed, it has placed some additional strain on our internal structure. This combined with rapid growth in our business development activities requires us to look at a new structure that ensures that we continue to provide innovative, effective and well managed responses within our community. The Executive Board has undertaken a process to enhance our current structural arrangements and refocus on our organisation's key mission.

There are many people who make an enormous contribution to the success of our organisation. In the first instance I would like to acknowledge our funding partners. We enjoy extremely positive working relationships with our funding bodies and I thank them for their commitment to a fair and safe community.

We are extremely fortunate in having an Executive Board who is committed to good governance in all of their activities. This past year we have also seen the Executive Board initiate a structural review process that will serve us in the coming years. Being on the Board at Kyabra always represents challenges because of a strong desire for improved services and innovation. I would like to express my appreciation to Melody Edwardson and her Team for their willingness to face these challenges and to put in the hard yards in overcoming them. I admire their courage and their commitment and our organisation and community benefits enormously from their contribution.

To the Managers and staff at Kyabra, I would like to acknowledge your professionalism, your commitment to quality responses and your ability to constantly improve and innovate. Organisational growth and development does not occur without the absolute commitment of everyone involved. Whilst it will be Service and Business Development staff that often generate new responses, they could not be successful without the support of a very professional and responsive Finance and Administration staff. Similarly, many of our activities are supported by the generous contribution of community members. This often takes the form of volunteering or participating in community events or processes.

I am particularly indebted to the work of Jean Griffin who filled in admirably for me when I was overseas last year and is currently performing the role of Services Manager. Jean continues to play a critical role in our organisation's life and development. I would also like to acknowledge all Managers who take responsibility not only for the day to day running of their areas, but demonstrate great leadership in exploring new and innovative responses to community members. These leadership qualities are shared across all staff and I thank them for giving legs to their commitment for a fair and safe community.

The year ahead will be exciting, challenging and productive. I look forward to joining hands across our Organisation, the Community, Business and Government to face the year together.

The Property Acquisition Project

This Project, called the Kyabra Solution, involves securing properties from the Brisbane City Council, the Department of Main Roads and Property Developers for the development of affordable housing for families and children. These properties are subject to resumption for various reasons and are donated to Kyabra Community Association. Kyabra borrows to purchase land and services the borrowings through rental income.

These initial properties will provide the potential for Kyabra to expand its affordable housing stock by providing the asset base from which to borrow further loans. The financial viability of the project is guaranteed as the loans serviceability is restricted to land purchase only.

The properties are relocated to land purchased by Kyabra. We have had some Developers who will finance the relocation costs and we have sought support from the Department of Housing and the Viertel Foundation to make a similar commitment towards our infrastructure costs. The refurbishment of the properties is supported by accessing the State Government Skilling Queenslanders for Work Program with Kyabra providing for all material costs. This program provides training to people who have been long term unemployed.

Since developing our initial proposal, we have broadened the range of possible social outcomes by looking at the identified needs of community members who access Kyabra Services. These include:

- Families who are exiting from Supported Accommodation Services.
- Young people in statutory care who require a residential out of home option.
- Adults with a disability who are living with their families. In many cases, parents are ageing and wish to secure safe futures for their adult son or daughter.

The Project requires some infrastructure that includes a Project Manager, Site Supervisors, Administrative Staff and material and operating costs. Whilst all of these costs have initially been borne by Kyabra, this is not sustainable so we have decided that by selling some properties and realizing a financial return, we can cover some of these costs. "One Off" seeding funding can provide the base from which the Project becomes financially self sustaining.

Our partners who currently invest with Kyabra in this approach include:

- Brisbane City Council.
- State Government funded "Skilling Queenslanders for Work" formerly Community Jobs Placement Schemes.
- A number of businesses in our community that contribute both materials and services to the Project.

We greatly appreciate the support and goodwill of the following:

- o Kennards Hire
- o Acer Architects
- o Stairmaster Timber Joinery
- o Redback Garden Centre
- o Realway Property Consultants and many others.

Kyabra alone could not respond to the many emerging demands on our service without the significant investments and contributions of these partners. We are extremely fortunate to have their support, as we are to have the expertise and commitment of Robert Hannaford who has managed this Project from inception.

David O'Toole

Welcome Mat

The Welcome Mat Project has been in existence at Kyabra since 2002. Our aim is to provide support to asylum seeker families in our geographical patch, with priority given to those that reside in Kyabra's Supported Accommodation. Welcome Mat consists of Kyabra Staff, Board members and Community members.

This past year has seen us support two families. The level of support offered to families is dependant on their particular circumstances. There are times when the families we support do not have access to work permission and thus limited, if any, income support while they await a determination as to whether they are able to stay in Australia.

The Welcome Mat Project does not make a judgement

around the validity or otherwise of a family's request to remain in Australia. We are committed to the notion that everyone is entitled to access income support, health care and education while they await the outcome of their case via the immigration process.

In order for the group to be able to assist families, we embarked on varied fundraising activities which included Garage Sales, lunches, raffles and selling the very popular Entertainment Book of vouchers.

Welcome Mat takes this opportunity to extend their thanks and appreciation to all those who have supported our fundraising efforts over the past year.

Jean Griffin

Building Tomorrows Together Project

During the last twelve months The Building Tomorrows Together Project has gathered momentum with many things having been achieved. With another twelve months of funding, the benefits of the previous two years work can now be seen. The scene has now been set for families as to what might be possible for their sons and daughters with a disability to move out of home. The next twelve months will now focus on assisting families to make some of these dreams more of a reality.

May this year saw Dianne Hughes, Manager of the project, welcome a second baby boy Aidan to the world and the Kyabra family. Congratulations to Dianne, Paul and Luca. Dianne will be on maternity leave for twelve months. We look forward to her return in 2009. In her absence, the project is fortunate to have David O'Toole as an added resource and support to the project workers.

It has been a pleasure working alongside these families and assisting them to realize their dream of a safe, happy and fulfilling life for themselves and their family member with a disability.

Other staffing changes in the last year have seen Sarah Duce join the project team. Sarah has many years experience in the Disability Team and will be an enormous asset to the project. Sarah and Gemma are both working part-time in the project, which makes the project almost covering a full-time position again.

The most exciting event on the Calender for the Building Tomorrows Together Project has been the hosting of the "Future Accommodation Options Mini Expo" on May 13th 2008. This expo gathered together a range of guest speakers and key support organisations with particular experience or interest in accommodation models of support for adults who have a disability. The program for the day involved presentations by seven different speakers, as well as displays which were staffed by people from 17 different organisations. These people were available to speak to participants throughout the day and answer questions and provide information to families and individuals about supports available to assist people in a home of their own. The expo was attended by approximately 80 families and a number of different service providers. The feedback received about the information gathered by people on the day was very positive. The presentations on the day were also filmed and we will have a number of DVD's available to share with families and other services soon.

The Project Workers have continued to facilitate parent events / information sessions with a view to bringing parents together to share their experiences as well as providing relevant information with regard to planning for the future for their son/daughter. These have included:

- An interview of a parent panel and the sharing of their experiences as part of training for Disability Support Workers;
- A facilitated meeting for the parent group to provide feedback to the Dept of Families, Community Services and Indigenous Affairs regarding proposed accommodation support;
- A one day "practical steps" workshop which provided parents with information on Centrelink benefits, Dept of Housing processes, Disability Services Qld' funding packages, and information about various models of alternative accommodation and unpaid support options.
- A social get-together for a core group of families to come together and start to discuss their ideas around future accommodation models for their sons/daughters.



Pauline Halupka and son Mark sharing stories of thier experiences

The Project has also engaged an independent contractor, Paul Montgomery to carry out some specific work. Paul will work alongside two of the individuals who have disabilities in order to assist them to identify and articulate their ideas and hopes for their future living arrangements. Paul will also support these young people to identify their strengths and interests and to explore ways of tapping into and participating in their local community.

Although the project only has a three-year time frame, it is our hope that families will be resourced and informed during this time to enable them to make decisions regarding future accommodation options and that they will feel empowered to explore models and make choices for their family member based on their family's vision.

The project team would like to recognise the enormous strength and resilience of the families we support. It has been a pleasure working alongside these families and assisting them to realize their dream of a safe, happy and fulfilling life for themselves and their family member with a disability.

Gemma Scott and Sarah Duce

Disability Services

Over the past year the Disability team has had a busy year remaining focused on connecting and building relationships with new families, whilst also maintaining relationships for up to 95 families connected across the service. The families are generally those who have a family member with a disability residing in their home or transitioning to alternative living options.

This service is predominately funded through Home and Community Care (HACC) services to provide respite, counseling and advocacy opportunities for the carer/guardian of an adult or child who has a disability. Other service opportunities exist for those families who have access to funding via brokerage opportunities i.e. funding from Disability Service Queensland and other community services.

Throughout this work our hopes sit central to the provision of a quality service that works to maintain collaborative relationships in supporting the best outcomes for the unique needs of families. Families acknowledged in some of the more recent service reviews that what they value most is having opportunities to reflect with a supportive key worker and having access to regular family support workers to assist their family member to engage in meaningful activities in their community.

Other service areas include the development of initiatives that may have come from requests made by families or developments from within the service area, for example:

Mums' Weekend

Held at Coochiemudlo in April, this weekend was extremely successful as always and we would like to send a big THANK YOU to HACC and Zonta for their support.

This important opportunity for mums to connect and support each other would not be possible without their support. 9 Mums attended the whole weekend and 4 mums came across to the island for a day trip.

Some of the feedback from mums who attended was very promising - feeling more relaxed, connecting with potential friends, and feeling a sense of being energized and relaxed by the time they went home.



Mums preparing to leave for the weekend at Coochiemudlo

Dads' Education Program 2008

Late last year we received funding from the Commonwealth Carers Respite Centre for Harvey Chapman and Paul Montgomery to facilitate an opportunity for Dads to come together to express the joys and concerns that can come with the territory of being a Dad of a person with a disability.

During the six month program, which started in January, each Dad had the opportunity to share thoughts and discover themes around their lived experiences as a parent of a child with a disability.

Stories shared were significant; they reflected wisdom, knowledge and mutual respect for each other. A contribution from one of the dads reads...

"The Kyabra Dad's program chaired and facilitated by Paul and Harvey has been a very enjoyable and rewarding experience for me. Over the past six months I've come to better understand the unique family perspectives of each of the 5 Dads in the group. At different stages throughout our monthly meetings I've felt (through the telling of our own stories) sadness, disbelief, courage, happiness, anger, strength, endurance, persistence, hope and above all the immense love and pride we feel for our children and family. It's been a journey of discovery and I've made some good friends in the process. The most valuable outcome for me has been a feeling of strong support and hope for the future." (Ian Bligh)



Kevin, Abdul, John, Ian, Graham and Paul celebrating the end to the Dad's Group

Cooperative Recruitment Strategy

The Cooperative Recruitment Strategy was born from the difficulties in attracting, recruiting and retaining family support workers in the disability sector across Brisbane. Five disability organisations providing services for families caring for a family member with a disability, pooled funds to conduct this research project for a 3 month period, with a possibility of extension for a further 3 months. The project began in April 2008.

The disability organizations involved are:

- Mamre Association Inc
- Baycare In Home
- Lifestyle Options
- Collective Action Governance Group and;
- Kyabra Community Association

The project worker of the Cooperative Recruitment Strategy was responsible for developing several areas that filtered the process that many of the organisations take on daily. The results so far have been successful in that several organisations have been able to employ workers. Our hope is to continue a collaborative partnership with this pilot project so that we may eventually be able to 'pool' staff across the areas and continue to simplify the recruitments processes within our own service.

The Disability Service hopes to continue in its journey to meet the changing needs of families.

Broader Service Areas

The Brisbane South Flexible Holiday Program (BSFHP) has just marked its 8th successful year, working in collaboration with four other disability service agencies responding to families needs in a flexible and creative way during the December/January school holiday period. 48 Families (51 Children with a disability) were provided support via Kyabra. This supported families in a variety of ways including Holiday Activities (eg Theme Park tickets), Holiday Accommodation Costs, Extra hours with their support worker - either through Kyabra Family Support Workers or their cash transfer, Vacation Care and other activities through other support services, for instance AQ, Zoe's Place and PCYC.



David Roosje performing with Access Arts' drama group at Kyabra's Disability Action week activity

The team also continues to be connected with various initiatives across the organisations and through our strategic planning processes. We are pleased that a new project emerged this year namely...

Kyabra Flexible Support Options Project

Kyabra Community Association has received funding from the Department of Family, Housing, and Community Services and Indigenous Affairs (FaHCSIA). The scope of the program is to develop and implement innovative and flexible respite options for the carers of people with severe mental illness/psychiatric disability and carers of people with intellectual disability. This new program will soon be made available to families that live in our service area.

Developing this new program has been an exciting and rewarding experience involving extensive community consultation by the project team with carers and the people they are caring for. The project team used this information to identify the services that are currently available to carers, build relationships with organisations and identify the gaps in the existing respite support in our geographic area.

The aim of the program is to provide tailored respite options for the carers and to consult and work with existing services, carers and the people they are caring for, including government and the communities, to develop respite options that respond specifically to the local needs of our service area. The purpose is to provide alternative or supplementary care arrangements, with the primary purpose of giving the carer a short-term break from their usual caring role. This includes planned and unplanned respite.

Access to the program will be given to carers who are unable to access respite through state programs and there are a range of priorities and assessment considerations through the Commonwealth Carer Respite Centre.

The Disability Service hopes to continue in its journey to meet the changing needs of families. This can at times be challenging as we endeavor to explore fairness and equity issues where funding is limited or funding parameters change. As always we hope to involve families in a collaborative process of seeking the best ways forward and make the best use of our combined skills and knowledge.

We look forward to another year of building stronger partnerships with families and services.

Pam Corcoran

Child & Youth Services

And what a year it has been! The C&YS team has grown by a whole new service area over the past year and has welcomed the Dixon Street crew into the fold. Towards the close of the last calendar year we were notified of our successful submission to operate a residential home for up to 5 young men who are unable to live at home and for whom the Foster Care system is not the best option at this particular point in their journey.

As an organisation we flew into action with the Dixon Street Project Team who became responsible for setting up a new service; from the removal and outfitting of a home; to the development of a practice framework and the systems needed; to the employment of a whole new team of staff and a training package to equip the team to work towards the best possible outcomes for the young people who would call Dixon Street home.

The responsibilities were many and varied and different folk took to their tasks with both good humour and dedication. The result was that it all came together on the day with the combined efforts of Business Development, Lighthouse Resources, the Community Development and Community Partnerships Team, Finance and Administration, the Child and Youth Services, our CEO and us all ably resourced by Shirley Duckett. Thanks are also extended to the Mt. Gravatt Department of Child Safety who worked with us in partnership towards the set up of our first residential home.



Dixon Street



Dixon Street welcomed the first young person to their new home at the end of June 2008, beautifully furnished and outfitted with a staff group that is both well trained and poised to make a difference in the lives of young people in the out of home care system.

One of the highlights in the Foster and Kinship Care Service each year is Kamp Kyabra and this past year was no exception. The team spent a week at Camp Maranatha on the Sunshine Coast with Foster Carers, the children and young people they have in their care and the families of these children and young people.



A day at Camp Maranatha

Camps are a wonderful way to bring those who care for the children together and to give natural families a real opportunity to interact with their children in a supportive environment. Our thanks are extended again to the Community Development/Community Partnerships Team for their contribution to Camp and to the many other staff members in the organisation who supported some of the people who came to Kamp. It was also again a wonderful acknowledgement of the partnership we have with Mt. Gravatt Child Safety Service Centre who were able to send staff to further connect with children/their families and Foster Carers.

This year saw the first of what we hope to become an annual event, a Christmas Eve Contact Party at Kyabra. This brought together groups of families whose children are in out-of-home care. This contact offered the opportunity for these families to celebrate Christmas together one day early! The morning was full of laughter and action, games and activities, and of course a Christmas baked dinner feast. Santa came along in all his finery and families were able to exchange gifts and have a Christmas photo taken together. Once again this event was supported by many others outside of the C&YS team, The Lions Club donated Christmas cakes as gifts for the adults, Lighthouse Resources came up trumps with a Santa (thanks Robert), Administration team pitched in on the day and helped with the clean up and others in the organisation gave their support to this event. Mount Gravatt Child Safety Service Centre was able again to send staff along to maintain the role of supervision, freeing Kyabra staff up to focus on party delivery!

Our team of Foster Carers are to be thanked for the quality of care that they offer and for extending themselves. We ask a lot of our Foster Carers at Kyabra. We have an expectation that our Carers will connect as far as possible with the families of the children/young people they have in their care and always hope that we can offer both support and assistance as an agency to those who are experiencing difficulties. We strive always to strengthen families so that their children and

young people are able to return home and where this may not be possible to assist to foster the best possible relationships between family members. This often means that Foster Carers are stretched in the requests that we make of them to assist this to occur and we acknowledge the sometimes difficult road this is for all involved.

The ability to offer some stability, some fun and some regular, known faces and places might just help people to feel special and connected.

Limited Hours Child Care has enjoyed an eventful and productive year. The Centre was again nominated for the joint program with Sunnybank High School and Sunnybank State School for the State finals of the Education Queensland Showcase Awards. Sunnystarters is a developmental program for pre-prep children that is held at Sunnybank Primary School each week and a wonderful way to introduce children to 'big school'. The Centre was also nominated as a provider of quality traineeships and as such participated in research via the University of Adelaide to document what the elements of a quality provider are. This year the Centre hosted three school based trainees, all who will complete their traineeships later this year. Pat Milley, our Director, feels that the trainees assist in providing the highest quality of care and education for the children at the Centre as well as fulfilling a responsibility to assist our local high school and thus fostering further links in our community. Pat has been supported by a dedicated and skilful staff and volunteer pool and again our thanks are extended to these people who assist in making the Centre the very warm and nurturing environment that it is.



Limited Hours Childcare Centre

Our HUB program powers along and has enjoyed a year of partnerships and diversity in assisting the families of young children. We have seen the Rumpus room busily utilised by a range of groups supporting families with young children in a variety of ways, from playgroups to more therapeutic sessions. One of the ways to illustrate the diversity of HUB activities is to view a short period of time in the life of HUB. The week started off with Monday Contact Playgroup which is held at Kyabra and largely supported by Departmental Staff. HUB is able to make contact with those parents who attend and if desired by them, able to link them in to other activities/workers within

the agency. Trish, our HUB coordinator, saw a particular little person who is unable to live at home and his family at this group and spent some time chatting. That weekend the Foster and Kinship Care Service and HUB held a weekend camp for carers/children in care and their natural families. Trish again came into contact with that little person and spent a wonderful weekend with him and the others. Following on, HUB, offering children's activities at the play bus, was in attendance at a local Indigenous festival. Once again Trish was able to connect with that little person who joined the Playbus activities. This is not an uncommon occurrence for HUB or any of the activities in the CYS team. We know that sometimes the lives of these little people can be fairly confusing. The ability to offer some stability, some fun and some regular, known faces and places might just help those little people to feel special and connected. Our intention, as always is to value add to the lives of children/young people and their families.



The HUB play area at Kyabra



Other HUB activities have been a Strength Based Parenting Group, delivered in conjunction with the Community Partnerships Team and a Sing and Grow group facilitated by UQ and Playgroup Queensland. Our Thursday Stay and Play Group goes from strength to strength. This group is facilitated by our HUB and is open to community members. The focus of this group is to support families in playing and growing together. Our morning conversations provide a great sharing of local knowledge and wisdom in the areas of child development, behavioural management, living on a tight budget and much more.

The Playbus has had the opportunity to visit many local events through the year and is becoming well known in our community. The Playbus has a regular spot at a local park where craft activities are offered to young children and their parents for a few hours in the morning. This gives parents the time to connect with each other and Kyabra staff and share conversations. The success of the Playbus and its heightened exposure in the local community this year has been made possible because of the partnership with the Community Development team who share the work load with HUB at these events.

The C&YS team also acknowledges and thanks all of the support and work they receive through the year from Kyabra Volunteers across our service.

Jean Griffin

Supported Accommodation Services

I would like to commence this report by acknowledging the special contribution of Liz Buckley who has officially resigned from her position with the Supported Accommodation Service team. Liz's contribution to the community and the organisation over the last six year has been significant. While we will miss her we wish her the very best in all future endeavours. Liz has generously offered to stay connected to Kyabra in a voluntary role offering services in the area of policy analyses and activities that promote notions of social justice. We wish to thank Liz for this generous offer.

Housing Market Update

As widely publicised, the crisis in housing affordability continues to bite. While the rate of growth in Brisbane's residential market slowed over the previous two quarters, it continues to experience growth. Rents have continued to experience unprecedented growth. The average rent on a three bedroom home in Brisbane is now \$320 pw, up a whopping 14% for the 12 months to March 2008. Unit prices have also experienced strong growth up 7% to March 2008, with vacancy rates at 2.2%

In June 2008 Quartile Property Network reported "The market is undersupplied and this is translating into consistently strong rental and price growth. It is unlikely that the shortage of property will be addressed in the short term, which bodes well for future prospects". Whilst this is good news for property investors it is very disturbing news for renters and those aspiring to own a home.

Impacts on low income earners

The rising cost of renting coupled with increases in other essential items such as fuel and food is crippling low income earners. The basic rate of Newstart Allowance is around \$270 pw including rent assistance. For every child under the age of 13 years recipients receive an additional \$70 to \$80 per week. If you have one child aged 8 years and are single and unemployed you will receive an amount in the order of \$350 per week (give or take a bit) in income support. The average 2 bedroom rental in Brisbane is currently \$300 per week, posing a raft of challenges for low income households and an equally significant challenge to government and policy makers concerned with resolving the current affordability crisis. I am confident that the reader will appreciate the significant compromises low income families have to make daily in an effort to sustain housing in such a context; therefore I will not dwell on this issue further.

Impacts on Supported Accommodation Service and Transitional Housing Models of Service Delivery

"One in four SAAP clients are repeat clients, about half of whom access services three or more times a year. Around 13% of older SAAP clients have been using homelessness services over three consecutive years". (NDCA SAAP report 2006)

. . . many have begun questioning whether current transitional housing responses are able to adequately assist households move from "homelessness to home".

The Supported Accommodation Service like other SAAP and transitional housing providers is experiencing difficulties enabling households to obtain a viable exit option post support. While the Supported Accommodation Service continues to have success assisting people obtain affordable housing with a range of community housing providers, the tightening of the selection criteria coupled with huge demand for affordable housing has impacted on the number of people exiting from the Supported Accommodation Service into safe, appropriate and affordable housing. We anticipate this trend will continue. Increasingly households are adopting a "beggars can't be choosers" attitude when seeking accommodation for themselves and their families. This often means:

- Moving beyond ones established community of support in search for affordable housing.
- Paying more rent than the household can afford, the tenancy failing and subsequently reapplying for SAAP and or other community housing options.
- Accepting poor quality accommodation far from transport, shops and other valued amenities.
- Moving from one SAAP or transitional housing option directly to another SAAP provider.
- Exiting SAAP directly into tertiary, secondary or primary homelessness.

Given these issues, many have begun questioning whether current transitional housing responses are able to adequately assist households move from "homelessness to home".

While the Supported Accommodation Service faces many of the same challenges as other SAAP services, we are able to offer households longer term support, allowing people time and opportunities to harness the resources they require to achieve their goals. However, given the transitional nature of our service, like all SAAP services people are asked to leave within a designated timeframe (imposed by a funding service agreement) whether affordable and sustainable exit options exist or not. I wish to acknowledge the support of the Department of Communities in agreeing to extend tenancies beyond these funded periods when we have made such requests. However, while such flexibility is welcomed it does not alter the fact that households will have to vacate their existing tenancy at some stage into a hostile housing environment.

"The most recent review of SAAP was completed in 2004. Noting that SAAP remains largely a band-aid solution for many clients, the SAAP IV evaluation

recognised that the existing service delivery model is a necessary, but not sufficient response to the broader issue of homelessness". (FACIA current responses to homelessness paper 2008)

The SAAP IV evaluation identifies limits to what SAAP in its current form can achieve and highlighted the success of a range of early intervention Services developed and implemented by SAAP. In spite of this, SAAP remains overwhelmingly a crisis and transitional housing response. The Federal government has raised concerns regarding the SAAP program in its Green Paper: a new approach to homelessness. The Supported Accommodation Service team has participated in workshops, discussion groups and online surveys as a means of responding to the proposed options for a reformed homelessness service model put forward by the federal governments Green Paper. While the Green Paper is highly critical of SAAP it does draw attention to the value of early intervention models that deliver integrated and coordinated service delivery responses to households in housing stress beyond SAAP.

A time for change

Given these realities the Supported Accommodation Service advocates for an expansion of services beyond transitional models of housing in favour of other approaches, such as the Same Landlord Different Tenant and Early Intervention services that enable people to remain in a tenancy after a support period is finalized, enabling them to remain connected with their chosen community of support.

A time for hope

There have been significant changes in the social housing landscape over the last twelve months. With a new federal government have come new ideas, energy and a commitment to respond to the deepening housing crisis. For the first time in the nation's history we have a Federal Minister for housing. It's fair to say the Federal Government has hit the road running and we commend them for their commitment to improving the delivery of services and activities aimed at preventing homelessness. In addition we are buoyed by their recognition of the shortcoming of the current system and look forward to the release of its White Paper in September 2008.

A shadow worth illuminating

However, like any discussion paper the Green Paper is not without its detractors. One identified weakness to both State and Federal Government responses to homelessness has been their lack of a clear analysis of the causes of the housing crisis. By focusing on the faults of the current service system some believe that governments have avoided the more significant challenge of identifying and responding to the structural drivers of the crisis. Some say, who can blame them, after all an appropriate response would be expensive, complex and probably require a raft of taxation and planning regulatory changes that may be viewed as divisive and therefore politically unwise. However until this issue is grappled with

all efforts to improve the current system, while welcomed, will not resolve the supply and affordability issues that will continue to push households into housing stress and homelessness.

Early Intervention

It is with great pleasure that I announce that Kyabra's proposal to trial a new multi worker model of early intervention to sustain tenancies has been funded for an additional 18 months. Known as the Sustaining Tenancies Opportunities Project 2 (STOP2), jointly funded by the Department of Communities and the Department of Housing the project will develop and pilot a two worker model of early intervention aimed at sustaining tenancies of low income residents in Acacia Ridge, Inala and surrounding suburbs.

The project will implement an action research model trialing a range of interventions and responsive tenancy management practices that identify and support households at acute risk of eviction to sustain housing in the immediate and longer term.

The model will seek to harness a range of personal and community resources identified by participants as enhancing their ability to sustain a current or future tenancy. Identification of these needs will be promoted through the provision of strength based, solution focused case management practices. Participants will be regularly consulted on the value of such practices. Participant feedback will be generated through regular focus group discussions, ongoing service and case closure evaluations and utilised to inform future case management and service delivery activities.

.. new ideas, energy and a commitment to respond to the deepening housing crisis.

The model will use a control to help determine the effectiveness of interventions aimed at enhancing participating households' capacity to sustain housing. The finding of the project will be delivered in early 2010.

I would like to take this opportunity to thank the hard work and dedication of the entire staff at Kyabra generally and specifically that of the housing team who have faced numerous challenges, staff changes and uncertainties over the year. On behalf of the team I would like to acknowledge the board for their continued commitment to Kyabra's vision and the foresight they have shown in enabling the organisation to venture into uncharted waters in the pursuit of realising our mission. The leadership and support they continue to give to the management team and wider staff body, which are privileged with the responsibility of delivering on the strategic plan, is commendable.

Craig McIntyre

Lighthouse Resources

The third full financial year for Lighthouse Resources saw further significant growth in volume of delivered services and a substantial financial contribution back to the organisation through Centre Resource. While continuing to focus primarily on Queensland, Lighthouse Resources is becoming increasingly known throughout the Australian human service industry as a provider of quality strengths based training and consulting services.

Internal Training

Throughout the year around 500 workers attended the 39 workshops that we offered in our training room. People attending our workshops come primarily from South East Qld but also from other parts of Qld, other states and for the first time this year, overseas. We continue to focus on developing training pathways for those workers wanting to consolidate their understanding of strengths and narrative approaches to practice. New workshops to our calendar included Resilience, Leading and Facilitating Change and Narrative Group Work. During one of these workshops a 'flag raising' ceremony was also held to acknowledge Aboriginal and Torres Strait Islander culture.



Payl Montgomery hosting a Training session

External Training

Throughout the year the phone continued to ring with requests for us to deliver training for other organisations or groups of organisations. Some non-government organisations we trained with this year included Inala Community House, Unicare, Mission Australia, Anglicare, Pathways, Youth Transitions, Autism Qld, Colony 47 Hobart and Pine Rivers Neighbourhood Centre. We have also continued to provide training for key government agencies such as Education, Communities (Youth Justice), Health, Disability Services and the Children's Commission. To date most of our training has been delivered within Queensland, however during the year we responded to 'first time' requests from Tasmania and New Zealand, as well as further extending our reach into New South Wales. We also presented workshops at conferences in Newcastle and Palmerston North, NZ.

Organisational Consulting

Our 'positive change' consultancy work with other organisations continued and expanded this year. Most often this work was initiated by workers and managers who had attended our workshops and wanted to apply strengths ideas within their organisations. As well as change facilitation, review, planning and team building services, we now are providing regular team supervision to approximately 12 organisations. Organisations we have worked with during the year include Gold Coast Drug Council, PA Hospital, Lifeline Darling Downs, Interagency Infant Mental Health Network and Centacare.

Lighthouse Resources is becoming increasingly known throughout the Australian human service industry as a provider of quality strengths based training and consulting services.

Bookshop

For the second year running the bookshop has exceeded income projections. Sales occurred strongly at our internal workshops, through internet orders and at conferences. The range of books and practice tools that we stock has substantially increased. Our continued strong relationship with Innovative Resources and the Dulwich Centre has been complemented this year by the development of relationships with other key distributors.



Resources available from Lighthouse Resources Bookshop

Michael White

In February this year we were again privileged to host a workshop by Michael White, originator of narrative therapy, on the "Absent But Implicit" which attracted over 100 workers. Tragically, only a few weeks later, Michael died of a heart attack while training in San Diego, USA. Many of us have been significantly influenced by his life and work and are taking time to adjust to the reality of his passing.

Community Projects

Over the last few months we have responded to invitations to be involved directly with community members (clients) in projects. With the Kyabra Community Partnerships team, we have co-facilitated both a “Ladies Lounge” (Women’s Domestic Violence) group and a Sunnybank State High School “Working Together” group (in partnership with QPASTT). In addition, we have facilitated a Tenancy Project with the Department of Housing. These projects enable Lighthouse workers to maintain a connection with direct practice and ensure that our training is practical and current. In the near future we plan to launch Community Projects as an additional service.

Relationship with Kyabra

At particular times throughout the year energy was applied to clarify the relationship between ‘service delivery’ Kyabra and ‘business’ Lighthouse. This resulted in a greater understanding of shared intentions and how to work in complementary ways. During the year Kyabra teams accessed a variety of Lighthouse services:

- Project consultancy/management to Supported Accommodation Service (STOP Project) and Disability Team (NRDF Project);
- Facilitation and team supervision to Disability Team;
- Consultancy and training to Dixon Street staff;
- Attendance by Kyabra workers at a number of our internal workshops.

Perhaps most significant is the partnering of Lighthouse and Kyabra in the Learning Culture Working Party to focus on re-invigorating the culture of learning within the organisation.

Acknowledging our Staff

Donna “Radar” Nisbet has again provided leadership, warmth, focus, consistency and attention to detail as the Admin Manager. She has tenaciously driven the refinement of our systems and processes throughout the year. Since Angela Gerraty’s decision to return after a few months “sabbatical”, her strong business sense and ability to see an opportunity have proved invaluable. Kay Richard’s role has expanded and now includes bookshop (which she very capably managed on her own while Angela was away), admin support for training and supervision of catering. Kay was also responsible (along with Donna) for the recent refurbishment of the dining room. Her ability to work calmly at the eleventh hour is very appreciated. Wendy Paratainga and Fran Wright, our “tag team” caterers, have done a fantastic job this year providing delicious, high quality, nutritious food which received consistent positive reviews from training participants. Mark Lynch’s energy, thoughtfulness and relationship-focus has contributed significantly to the growth of strategic partnerships with other organisations and the development of practice within the team.

There have been a number of changes to our team of contracted trainers/consultants. After three years, Eleesa Johnstone has decided to move on, Simone Silberberg’s involvement has significantly increased and Paul Montgomery joined the team in January. Paul, previously a manager at Kyabra, has brought a wonderful set of ‘new eyes’ with him, along with his trademark thoughtfulness, conceptual clarity and creativity. Jane Pope has continued to be heavily involved in training, team supervision and, more recently, community projects. Linda Ray has been busy with ongoing projects and some training. Collectively our contract trainer/consultants have enormous skill and experience and are very highly valued in the work they do with us.

Looking Forward to 2008/2009

After the rapid growth of the first 3½ years, we are anticipating a ‘year of consolidation’ next year in which we can take a breath and plan for our ‘next chapter’. Some of the initiatives on the horizon are:

- the building of new office space and bookshop at the carpark end of the shed;
- hosting of a 2 day Forum for strengths based trainers from Australia and New Zealand to support the development of the ‘strengths movement’;
- partnering with Kyabra to hold our second conference “Stories of Strengths in Action” in March 2009;
- launching our first professionally produced brochure and revamping our website;
- working closely with Kyabra to facilitate a range of negotiated learning activities for all staff;
- further development and launch of Community Projects and Event Management;
- hosting of Aletha Solter workshops in November

David Lees

Community Development

This past year our work has remained focused on listening to and engaging with diverse groups in our local community with the intention of growing our abilities to develop socially inclusive and culturally responsive practice.

Playgroup & Homework Club

This project has been developed in partnership with a group of mainly African women living in Kuraby and Runcorn. The group has been meeting regularly on Wednesdays for playgroup. Late last year the group applied for and received a small amount of funding from Gail McPherson through the BCC Livability Fund to develop a homework club for their school age children. The team has supported the group to start up the homework club through recruiting, training and coordinating volunteer tutors to work with the children and by locating suitable venues and additional resources.

The Homework club is made possible by our dedicated volunteer tutors, who work with young people from grade one to nine on homework sheets, reading and school project activities. The young people, who attend Kuraby & Runcorn Heights Primary and the Islamic School, all work very hard while the under 5's enjoy the playbus and playground activities outside with their mums. We have been pleased with the response from our local community to volunteering for this activity. Our volunteers include teachers from the Islamic School, Merle Lamaude (who has volunteered since SFS days), Melody the ESL co-ordinator from Runcorn Heights Primary, quite a few university students studying education, Sarah Tocker and her partner Shaun and Elisabeth from the Disability Services team.

We recently celebrated the end of last term together with a lively feast provided by the women to thank the volunteers. We have also recently changed venue moving to the ESL unit at Runcorn Heights Primary school.



Homework Club

*Runcorn Heights
Primary Harmony
Day Festival*



Our work continues alongside the **African Women's Friendship Group** in Acacia Ridge, with members being supported to create a set of shared hopes for the group.

Currently this includes a focus on sharing both English conversation and craft skills, including: sewing, knitting, crochet and tie dying. Whilst these skills form direct weekly activities for the group, many of the women have highlighted that one of the key achievements have been the great friendships built within the group. Other highlights have included a trip to Pandanus Beach at Manly, BBQ's in the local park, and attending Murri Kids in the Park celebrations at the local Gundoo Mirra Kindergarten. In late 2007, the group coined a new name, the "African Women's Friendship Group", or AWFG, meeting in Acacia Ridge. In 2008 the AWFG have relocated to the new venue of Our Lady of Fatima Primary School in Acacia Ridge, where the school community have been extremely welcoming. Hopes for the future include continuing with the craft activities, planning more events during school holidays, showcasing the women's experience of life in Africa and Australia through theatre, and using their skills to investigate social enterprise opportunities.

Kyabra St Community Gardens group

The past twelve months has seen the Kyabra St Community Gardens group focus on building up membership and developing a shared vision for the future of the Kyabra St Community Gardens (KSCG). Longstanding members John Van Der Velden and Beryl Roberts have become an important link in sharing the hopes of "those that walked before" in the gardens group, and supporting new members to help shape a renewed vision for the gardens. This vision focuses on a process where all community members can work together to share their skills and wisdom around organic farming and environmental sustainability. The KSCG have warmly welcomed new members, Jen, Grace and Simeon, Satoko, Terry, Wendy and Cherie. Valuable helpers Fran, Dee and Brian have provided immense support to help us in clearing out weeds and maintaining the gardens. Together the Kyabra St Community Gardens group have focused on several big projects: A new archway and sign has provided a welcoming entrance to the gardens, work has begun on the sandpit and children's play area, a proposal has been developed for an Open Shed and Rainwater Harvesting project, and some of the garden beds have been redesigned using a lasagne method to eliminate nutgrass and build precious nutrients into the soil. The group also engaged in the local Peaks to Points festival, where they were featured in the Southern Star and throughout the Peaks to Points publicity material - inviting community members wide and far to visit the gardens for the regular gatherings that were held during the festival. The KSCG also showcased the gardens at the Welcome Mat Monster Garage Sale, where they had a very successful fundraising stall selling Devonshire teas, bucketloads of fresh organic produce straight from the garden and other healthy products. The group will return proceeds from the stall straight back to the gardens to continue growing healthy organic produce. There have been lots of great celebrations, lots of great people to get to know and have a laugh with, and lots of energy surrounding environmental sustainability and organic growing.



*Kyabra Street
Community Gardens
group members in
November 2007*

Inclusive Practice

For 12 months now I have become immersed in a relatively new yet exciting journey for Kyabra, myself and the community, stepping into the role of Inclusive Practice Coordinator. I have developed and maintained a number of new working relationships with key Indigenous Individuals and organisations from within the suburbs of Acacia Ridge, Sunnybank & Mt Gravatt. The organisations I have had the pleasure of connecting with are the Aboriginal & Islander & Independent School (Murri School) and C&K Gundoo Mirra Community Kindergarten & Pre School (Gundoo Mirra). Some of the Individuals I have had the opportunity of engaging and working alongside as part of this continuing journey of inclusive practice are Indigenous youth from the Sunnybank State High School as part of the "Cultural Snaps" project based at the school. I also had the honour of engaging with community elders such as Auntie Celia, Auntie Rose & Auntie Vera, who have supported me in this new role and given me the cultural endorsement to be able to look far beyond the many obstacles of the current infant stages of our Inclusive practice journey and look forward to new and exciting times ahead for Kyabra's vision of strength in community through Inclusive Practice.

The primary aim of engaging with Aboriginal & Torres Strait Islander elders, community members and organisations in our local community is to further enhance organisational capacity for culturally inclusive practice within these relative communities. An exciting part of this Journey is the development of a new collaborative initiative between Kyabra, the Aboriginal & Islander & Independent School (Murri School) and C&K Gundoo Mirra Community Kindergarten & Pre School (Gundoo Mirra), the newly established Indigenous Community Development Working Group (ICDWG). This group has been established to give structure to past, present and future Indigenous specific local community development initiatives such as events like Kids Day out & Murri Kids in the Park.

An Inclusive Vision

Other key areas of Inclusive Practice have been the ongoing development of in service training initiatives such as;

- Indigenous Cultural Awareness training
- CALD Community Awareness Training
- Disability Awareness Training

These initiatives have been a vision of Kyabra's for some time and through the great work of the 'Inclusive Practice working party' such initiatives are steadily coming into fruition. The working party has been an added support mechanism to my role and offers more than just a support group to Inclusive Practice, as a Steering body. The Working Party is made up of a fantastic group of people from various Kyabra services; Jean & Johnathan from Child & Youth services, Pam from Disability Services and Mark from Lighthouse Resources. The Vision of Inclusive Practice over the

past few years has been just like that of a "New Born", a blurred yet happy and positive Vision, whereas over the past 12 months the vision has the characteristics of an infant with clearer Vision and the added bonus of a little mobility. In other words we know where we are looking to go now and this has given us, along with many others who have been involved in this Journey, a chance to celebrate a shared vision of Inclusive Practice.

All and all my first 12 months at Kyabra have been a fantastic 12 months filled with large elements of professional growth including wonderful team conversations allowing for positive reflections on Individual Inclusive practice Journeys which have been filled with lots of fun and laughter and many times of food sharing.

Ghalin Tdakin nga galin goordgin (thank you very much)

Leaf Bennet

Community Finance Initiative

There has been a lot of activity in the world of microfinance with many long sought after changes in policy effecting positive change for people living on low incomes. At the Federal level, a National Microfinance scheme has been listed among ideas for reducing disadvantage and poverty, in the "Strengthening Communities and Supporting Working Families" stream at the 2020 summit in Canberra and the NAB announced its support for development of No Interest Loans Schemes (NILS) nationally, through a capital expansion program. We were successful in our submission to the NAB for additional funding of \$80,000 to add to our existing No Interest Loans capital (funded through BCC, Ian Potter Foundation and Zonta).

The Qld government announced support for an interest rate cap on fringe lending practices and committed to support the expansion of NILS in QLD to build greater access to fair credit for vulnerable members of our communities. Attending the launch of this funding announcement by the Office of Fair Trading, we were pleased to hear funding will be available over the next two years to employ a Qld NILS coordinator and two CD workers to develop the QLD NILS network. In addition QLD NILS programs will be able to access a grant of 6k for infrastructure development.

During Anti-Poverty week in October we hosted a seminar, 'Financial Literacy Strategies: From The Grass Roots', with presentations from the ANZ bank, Good Shepard Youth and Family Services, Community Living Program and Kyabra CD team.

We also attended the NILS forum in Adelaide returning with a swag of inspiration and ideas for further development of our NILS program. In particular we are interested to explore innovative models to target additional funding for loans capital we received from the NAB.

Finally, with the support of our Executive Board, management team and staff we look forward to continuing on these journeys of inclusion with community members, community groups and organisations we have the privilege to work alongside.

Mel Hilditch

Community Partnerships

It has been another year of changes here in what was known as the Training and Development Team. We have enjoyed our closer partnership with the folk from the Community Development Team, with Mel Hilditch adding management of this area work to her "portfolio". Sarah Tocker joins Mel in sitting across the two team areas in her capacity as Resource Worker. We have farewelled both Jan Gilchrist and Paul Montgomery from our ranks, while Liz Price remains as a constant at a time of change. Added to this we have changed our name to the "Community Partnerships Team" to better reflect the nature of the work we undertake.

It is always a privilege to bare witness to the stories of the women who join us

Schools based partnerships continue to provide many entry points for our work. Our ongoing partnership with the Queensland Program of Assistance to Survivors of Torture and Trauma saw work at both Sunnybank State High School and Coorparoo Secondary College this year. A peace building project at Coorparoo aimed to support a small group of young people from refugee backgrounds to explore issues of peace, settlement, acceptance and working together. The project created a safe opportunity for young people to take action on shared hopes in relation to "getting along", and as an outcome, participants celebrated the creation of a booklet of peace building ideas with the wider student body.

"Mini-Peace", a group work project for students from refugee backgrounds at Sunnybank State High School, offered an opportunity to identify and explore practical ideas for working together through experiential games and discussion. Participants had a chance to think about and present their ideas about peace building and working together to everyday classroom events and issues.

Our partnership with Sunnybank State High School ESL Unit also saw us offering "Money Smarts", a strengths-based financial literacy project that supplements the money studies that students are doing through the mainstream ESL curriculum. These workshops aim to equip young people with skills and knowledge while acknowledging existing experience and honouring the cultural context of how money is understood and used.

We were also fortunate to play a small part in a larger Multicultural Leadership Project at Sunnybank State High School. Partnering with staff from Brisbane City Council we had the opportunity to work with young people from CALD communities. The group developed and used graphic art skills to document and share the skills, knowledge and ideas about culture and leadership from within their own group.

Other schools based work has seen us contribute to the Education Queensland "180 Program" This initiative of the Brisbane South Behaviour Support Unit was a pilot program looking at more intensive supports for students from years seven

to nine to remain more engaged with school. The young people explored the concerns or difficulties they faced that contributed to their inclusion in the "180 Program".

Other external partnerships have taken us on some really diverse journeys. The African Women's Friendship Group resourced jointly with a community cultural partner, is aimed at the development of English conversation skills, standing against isolation through building relationships with each other, and sharing skills such as sewing and other craft with a longer term vision of working towards employment and social enterprise initiatives. The ongoing and developmental nature of this piece of community development work now sits under the umbrella of the Community Development Team.

In partnership with FSGA (Family Support Group of Australia) through the "Positive Futures" project, we engaged with families where a son or daughter living with disability still lives at home with her or his aging carers where the carers are wanting to move them toward alternative living arrangements. The aim of this project was to support these sons and daughters to name and step closer to their dreams and hopes for their futures. We look forward to the imminent release of the DVD documentation of this inspiring project.

Internally, Ladies' Lounge continues to be offered once a year. We journeyed with nine women this year as we explored their personal stories and stands in the context of societal discourses about gender, relationships, and love. Of particular interest this year was the issue of parenting in the context of intimate partner violence. We were privileged to bare witness to a number of our mums taking big steps for their children's rights to safety.

It is always a privilege to bare witness to the stories of the women who join us, and to see the gentle blossoming of the women as they crawl out from under shame, side-step fear and grab hold of what is important to them for their lives and their futures. We continue to receive large numbers of requests for Ladies' Lounge both internally and externally, and continue to hold on to hope that we may be resourced to offer the group twice yearly.

Internal partnerships saw us contributing again to the Child and Youth Services Team "September camp". Our workshop, entitled "Automatically Qualifying for Membership", involved participants from ages 6 to 60, kids, parents and carers alike, honouring what each and every person contributes to this unique gathering.

Seven parents had the chance to participate in "Being the Parents we want to be" in partnership with HUB. This six week group work program offered an opportunity for parents to explore their preferred ways of parenting.

We look forward to the year ahead, of ongoing partnerships and new ones that are growing and of journeying with community members as they explore their common threads.

Liz Price

Finance and Administration

Themes of change, innovation and challenge continue to dominate the activities of Finance & Administration. At the same time, however, team membership has remained more or less constant, although there have been some changes in reporting lines.

At the time of writing, the Finance & Administration team consists of Anne, Bronwyn, our newest member Evelyn, Lesley, Paula and Sue. The only departure during the year was Lynne, who moved on internal transfer to the role of Property Manager in the newly formed Business Development Unit.

Because our Business Development currently focuses to a large extent on property acquisition and work to do with house and building development, the maintenance staff and volunteers have also become a part of the new unit.

Concurrently with these changes, the expectations of funding bodies regarding accreditations, licensing, budgeting, reporting and acquittals have hugely increased the volume and complexity of work in the purely financial and administrative functions of the team's activities.

To these increased requirements must be added two new programs that have impacted on the overall situation: the Kyabra Flexible Support Options project (KFSO) and the Dixon Street Youth Residential Care facility. Both have brought their new challenges. The KFSO project has been a model project that is expected to stand on its own feet in a few years, so has begun breaking new ground in pricing brokerage services at a true commercial rate rather than the Kyabra-subsidised rate that has dominated brokerage in the Disability Services area to date. And the Dixon St Residential Care facility has also broken new ground, particularly in areas to do with shift work, shift rosters, and access to day-to-day banking facilities that have challenged the flexibility of our Collective Agreement, our industrial working conditions, and our financial structures and control. It is pleasing to record that on all counts the team has risen to – indeed thrived upon – these new challenges.

To all of these increased expectations brought about by outside influences, must also be added our self-imposed additional expectations generated by having to operate in an ever more accountable business environment. Governance and accreditation and licensing requirements, for example, have placed hugely increased demands on general administration in the areas of policy-making, recording, secretarial services and record-keeping.

Finally, a word on triple-bottom-line reporting. Financial reports are presented in a separate document. Social

reporting is probably an inherent part of what all the other service reports in this publication are about. And other reports will no doubt touch on various environmental achievements. But Finance & Administration has its own story to tell on environmental matters. The program of scaling down our motor vehicle fleet from 6 cyl to 4 cyl vehicles is now complete. The saving in fuel consumption arising out of this move alone is estimated at 2115 litres per year – a not inconsiderable saving from an environmental and conservation point of view, let alone financially.

Tony Straw

Green Kyabra

Kyabra is committed to responsible environmental practices. In the past year we have been able to reduce our carbon footprint in a number of ways. Our growing fleet of vehicles has now been converted to four cylinder vehicles. As Hybrid vehicles become more affordable, we shall endeavour to further reduce our carbon emissions.

Despite our electronic age, we continue to have a heavy reliance on paper. This year we have continued to look for opportunities to reduce paper usage. This report is printed on recycled paper.

We have established an Environment Sustainability Working Party that will be conducting environmental audits to make recommendations in regard to reducing energy usage. In past years these audits have resulted in strategies that assist us to reduce energy consumption.

Water usage is another key area that requires attention. This year we received funding through the Federal Governments Better Regions Program to install water tanks. This will significantly reduce our reliance on town water and will be utilized in both services and for the Community Gardens Group. In addition we have installed water tanks in our Residential and will incorporate into all new buildings. The design of our Child Care Centre has incorporated a number of environmentally sustainable practices that incorporate both energy and water usage.

Whilst we have made some small steps in relation to environmental sustainability, there is much to do and we will continue to implement strategies and practices that minimize our carbon footprint.

David O'Toole

KYABRA STAFF

July 2007 - June 2008

Chief Executive Officer

David O'Toole

Projects

Dianne Hughes	Projects Manager
Gemma Scott	Projects Worker
Sandiellen Black	Projects Worker
Sarah Duce	Projects Worker
Tania Pollard	Projects Worker

Finance & Administration

Tony Straw	Manager
Anne Taefi	Administration Officer
Bronwyn Ketchell	Administration Coordinator
Evelyn Fan	Administration Officer
Lesley Carroll	Receptionist
Maria Georgas	Administration Officer
Paula Poole	Administration Officer
Sue Tanner	Administration Officer

Community Development

Mel Hilditch*	Manager
Ibrah Mohamed	Resource Worker
Leaf Bennet	Coordinator
Sarah Tocker*	Resource Worker

Community Partnerships*

Paul Montgomery	Manager (to 28/01/08)
Liz Price	Coordinator
Jan Gilchrist	Resource Worker

Supported Accommodation

Craig McIntyre	Manager
Dee Jackson	Early Intervention Worker
Denise Smith	Resource Worker
Jacy Karmen	Early Intervention Worker
Liz Buckley	Resource Worker
Sarah Walker	Resource Worker
Zoe McGrath	Resource Worker

Business Development

Robert Hannaford	Manager
Fred Ah Kiau	Carpenter/Builder
Lynne Scholten	Property Manager
Ray Jones	Site Supervisor
Ross Campbell	Caretaker
Walter Wilson	Carpenter/Builder

Lighthouse Resources

David Lees	Manager
Angela Gerraty	Resource Centre Coordinator
Donna Nisbet	Office Manager
Frances Wright	Caterer
Kay Richards	Catering Coordinator
Mark Lynch	Senior Trainer/Consultant
Wendy Paratainga	Caterer

Disability Services

Pam Corcoran	Acting Manager
Dianne Wagner	Coordinator
Elisabeth Gerlitz	Resource Worker
Harvey Chapman	Project/Resource Worker
Lesley Kraemer	Resource Worker
Tracey Moulard	Coordinator
Jo Fowell	Coordinator

Family Support Workers

Megan Cunningham	Lucy Van Sambeek
Vicki Hansen	Stella Sehtc-Kabadaja
Rhett Henry	Veronica Villanueva
Barbara Holloway	Kellie Henderson
Do Youn Kim	Belinda Wright
Patricia Laurie	Jodi Winter
Sandra Mejias	Nermina Xhiha
Christos Christoratos	Matthew Hoffman
Leighton Smith	Courtney Murphy
Edith Sutton	Marc O'Farrell
Malakai Taumoha'apai	Duane Roth
Rhonda Thomas	Lynda Smith
Elizabeth Rogers	Paula Smith
Imogen Thomson	Leena Vaidya

Child & Youth Services

Jean Griffin	Manager
Debbie Humphries	Resource Worker
Jonathan Daw	Resource Worker
Linda Fletcher	Coordinator
Trish Landsberger	Coordinator
Sannie Wati Tanumihardjo	Childcare Assistant

Dixon Street Residential

Amanda Brown	Manager
Bridget Saltzer	Youth Worker
Deborah Sanders	Youth Worker
Eden Teunis	Youth Worker
Heather Tyson	Youth Worker
Michelle Saxvik	Youth Worker
Rhett Henry	Youth Worker

Limited Hours Childcare Centre

Pat Milley	Childcare Director
Chris Walker	Relief Director
Ellen Mckenzie	Childcare Assistant
Helen Thomas	Relief Assistant
Pat Greig	Relief Assistant
Chandra Budd	Trainee
Mameritha Niyimbona	Trainee
Rachel Neumann	Trainee
Robyn Armstrong	Childcare Assistant