

Snapshots:
"Making a Positive Difference"



FSG Australia
ANNUAL REPORT 2010

*Always making
a positive difference
in peoples' lives*

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Contents

Introduction

FSG Australia	4
Chairman & CEO Report	6
Board of Directors	7
Executive Management Team	8
Our People	10

Our Programs

Children & Community Services	12
STEP	14
MY Home MY Life	16
Mental Health	17
Commonwealth Respite & Carelink Centre	18
Respite Houses	18
Northern Services	19

Service Support & Business Services

FSGA Green	20
FSGA Quality Standards Team	21
Employment & Brokerage	21

2010 Financial Performance

Chief Financial Officer's Report	22
Income Statement	23
Balance Sheet	24
Independent Audit Report	25

Acknowledgements	26
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FSG Australia...

FSG Australia (FSGA) is a not-for-profit community organisation, passionately committed at all levels to innovation in human service delivery. We are proactive, respectful and secular in our approach to making a positive difference for people whose lives are affected by disability, mental illness, aged-related frailty, dementia, child safety issues and caring roles.

FSGA has an in-depth understanding of the complexities and key elements of collaboration in a community service context; and understands that this increases the likelihood of achieving shared goals as well as individual outcomes. Key elements include: understanding of the local community and its history, leadership, communication and open dialogue, fostering connectedness, available resources, political climate, policies and regulations. The process involves: defining existing relationships, identifying and initiating new collaborations through strengths-based person-centred practice, recognising and continuously strengthening the interrelatedness.

While FSGA was originally a 'home-grown' Gold Coast initiative where we had multiple sites, we are now also located in Beaudesert, Ipswich, Greater Brisbane, West Morton and the Sunshine Coast.

Today's FSG Australia grew from the efforts of a small, determined and passionate group of parents who wanted a better deal for their children. In the





... Making a Positive Difference

late 1970's, families caring for a child with a disability living on the Gold Coast might as well have been in the Outback for all the services and supports that existed. Then known as the Gold Coast Family Support Group, the organisation became incorporated in 1979. These pioneers were the forerunners of a philosophy that is now embedded in our practice i.e. identifying unmet needs and working boldly and proactively towards positive change - making a positive difference in people's lives. It has seen us grow from a respite service in the early days, to embrace the human needs of our increasingly broad target groups.

FSGA is funded primarily through State and Commonwealth sources, but we also generate funds of our own through FSGA Employment and Training Services and our Greenshop initiatives, which also offer work experience for many of the people we walk alongside. This innovative approach to social enterprise allows us to channel any profit generated back into unfunded programs that target identified unmet need. FSG Australia delivers over eighty per cent of funding in direct service delivery.

FSGA currently manages over 300 programs including over 200 individually-funded budgets from State and Commonwealth funding sources, with an annual turnover of \$35 million. Every month approximately 2,500 people receive a service from FSGA.

We have a 30-plus-year history of developing and delivering innovative services which reflect the need for flexibility that is vital in supporting our diverse client groups. We maintain stringent, transparent accountability, excellent management and sound personnel practices. This means that FSGA has the capacity to quickly adapt to the change and growth experienced when projects are newly auspiced.

Registered Training Organisation (RTO) status means that FSGA can access staff trained in-house without the need to purchase these skills at contract rates from the market. The central administration model allows us to pool the use of cars, computers, photocopiers etc. thereby facilitating the best possible use for such equipment across a number of programs.

While it is true that the growth of FSGA (from a service with an annual income of \$600,000 in 1994 to one of the eighth-largest regional disability/human service organisations in Queensland in 2010) has been considerable, we have tempered this growth with measures that safeguard our commitment to person-centred, individualised practice and human rights.

The central FSGA philosophy and approach that we call Human Rights in Practice (HRP) recognises that when fundamental human rights such as choice, respect and feeling valued are not met, it is understandable that people often react in ways that may be perceived as challenging. HRP helps us to understand that people respond to the way they are treated and equips us to look holistically to the environment for causes that can be addressed; and as a result we have never required 'restrictive actions' as a means of offering a service.

All FSGA staff members must demonstrate their belief in the absolute right of all people to live their chosen life and must understand and be able to work under, the mandate of the Charter of Human Rights. As such FSGA recruits staff on demonstrated values and ethics as well as relevant qualifications and experience.

FSGA recognises the importance of community networks and partnerships in the delivery of quality service and building inclusive lives, and maintains current membership in a number of key local and regional networks and sector-wide organisations.

All FSGA programs incorporate strengths-based practice within an action-research framework. This means that the management of the program and decisions pertaining to the project are guided by people we walk alongside, their families and carers, and other relevant stakeholders.

What is the secret of FSGA's growth and our ability to respond so quickly and effectively to unmet need? OUR PEOPLE! Proudly MAKING A POSITIVE DIFFERENCE IN PEOPLE'S LIVES.

A Year in Review

Chairman & CEO Report

Due to astute foresight, careful planning and good management, FSG Australia has emerged from a difficult financial year, a little older and we trust, a little wiser. Despite the global and sector influences of 2009/2010, FSGA has hardly paused for breath and is as usual hurtling toward the next innovation, the next best idea, the next challenge.

The Federal Government Stimulus Housing Initiative has been all consuming. FSGA was fortunate enough to attract funding to build 8 new houses and manage 17 others; it is an exciting time. The prospect of purpose built community housing where people can live their own lives with a high degree of independence is truly innovative. Our partnership with ko:ho Designers and Developers in this venture has ensured a very high quality product that FSGA is proud to deliver.

2010 has also seen the introduction of two very powerful and much needed mental health projects; TIDES in Ipswich and PEARL in Maroochydore. The move into Maroochydore heralds our coming of age as far as our northern expansion is concerned.

September saw the opening of our new resource centre at Palm Beach which will provide a much needed southern venue for people with a mental illness.

In October, we at last opened our long awaited FSG CAFÉ - "THE DECK". This has inspired the support of many people and I want to take this opportunity to thank two of our major contributors to this fantastic venture - Carmen and Jason O'Neill and RACQ Insurance. We would also like to acknowledge the hard work and donations from members of The Rotary Club of Broadwater Southport.

Other significant funding we received in 2010 includes:

- Child Safety funding of almost \$1M for specialist foster care placements.
- Dementia Education Grant of \$50,000.
- Grant of \$75,000 for consumer directed care which is a new direction for FSG Australia, in that clients will be able to direct how they want the allocated funding to be spent. Having said that we believe we were successful with attracting this funding because FSGA has always been cognisant of the fact that all funding should be allocated from the needs up.
- Funding to open a Broadband for Seniors Kiosk at Robina.

2010 has also seen a move of head office from Railway Street, Southport to Demand Avenue, Arundel. The fast growing FSG Green Team which incorporates the FSGA Green Shop, Green Cleaning and our Greening businesses has also moved into the Arundel office along with our maintenance team. Whilst FSG Green is essentially a service for FSG Properties, they are also available for hire. More importantly, they will form the basis of our skilling and employment project for people with disability.

Railway street is now the home of KAIA (FSG Australia's Child Safety program); enVision Mental Health Programs and the MY Home My Life program.

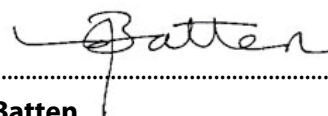
This year we achieved:

- Licence to operate an out-of-home care service under Child Protection Act 1999;
- Approval as a housing provider;
- Accreditation of our Registered Training Facility, passing with flying colours!
- Growth in gross revenue from 2009 to 2010 of 7% (\$2.164M).

We would like to thank the employees, the volunteers, the Executive Management Team and the Board of Directors for their energy and passion, their dedication to improvement and their commitment to ensuring that FSG Australia keeps on making a positive difference in people's lives.



John M Jones OAM
Chairman



Vicki Batten
Chief Executive Officer



FSG Australia Board of Directors

Back (left to right): Paul Teefy, Alexander Bell, John Jones, Robert Boardman Front: Robert Stephens, Barbara Hickey, Vicki Batten

John Jones OAM

Post graduate qualifications in Marketing, Accountancy Certificate, Fellow of the Australian Marketing Institute Fellow of the Logistics Association of Australia, Justice of the Peace (Qualified).

Current Chairman of FSG Australia, John has held senior marketing and business development positions with MIM, James Hardie & Coy and Boral as well as a board position with Kinnears Ltd. John has recently been appointed by the Federal Government to the Regional Development Australia Committee for the Gold Coast. John was awarded the Order of Australia Medal for his 60 year contribution to all facets of Surf Life Saving in Australia and for his contribution to the community in the fields of vocational education and training.

Dr Robert Stephens

Doctor of Business Administration, MBA, Diploma in Financial Services, Graduate Diploma in Hotel Management.

Current Treasurer of FSG Australia, Bob was former CEO of Intrust Super Fund and Financial Controller of Southern Pacific Hotel Corporation. Bob is a member of the Australian Institute of Company Directors and a Fellow of the Australian Institute of Management. He has broad management, marketing and corporate governance knowledge.

Lady Barbara Hickey

Fellow Australian Institute of Company Directors

Current Deputy Chair of FSG Australia, Lady Hickey has in-depth board experience across the education sector (private and public) and has been an active contributor to not for profit organisations. Barbara has key skills in board governance, marketing, stakeholder and media communication and fund raising strategy.

Robert Boardman

Masters of Business (Philanthropy & Non Profit Studies)

Past Chair of FSG Australia and Director/CEO of Rosies Youth Mission for 8 years, Bob has experience in governance, strategic planning, management and working with disadvantaged young people.

Vicki Batten

Bachelor of Social Sciences (Physc Major), Dip of Professional Counselling, Dip of Workplace Counselling, Cert IV Training and Development, Advanced Diploma Management.

Current CEO of FSG Australia, Vicki has 35 years experience in the Disability Field. Vicki is a qualified practising Family and Workplace Counsellor, Trainer, Author and Presenter of "Putting the Joy back into Parenting" seminars.

Paul Teefy

Member of Australian Society of CPAs, Bachelor of Business and Registered Company Auditor.

Current Secretary and Chief Financial Officer of FSG Australia from 1994 to present. Experience as a practising CPA in the areas of taxation, audit and management.

Paul Lunney

Masters of Business Administration, Diploma of Financial Services, Cert IV Financial Planning, Justice of the Peace (Qual)

Currently State Business Manager for Westpac Bank, Paul has over 22 years experience in the Finance Industry. Paul has worked extensively across three of Australia's largest financial institutions in capacities covering Corporate, SME, Private Client Services, Financial Planning and Strategy.

Alexander Bell

Master of Law Degree and Order of Australia Medal for community service.

Lex is a Solicitor with 40 years experience, former Mayor of Gold Coast City, former member of Queensland Parliament, former Government appointee to Gold Coast Hospital Foundation, Gold Coast Waterways Authority and Jupiters Casino Community Benefit Trust; and President/Board member of numerous Gold Coast organisations.

Our People

Executive Management Team



Vicki Batten
Chief Executive Officer

Vicki has worked in the disability field for 35 years, both in New Zealand and on the Gold Coast. She has formal qualifications in Social Science, Psychology, Counselling and Training. During her 15 years with FSGA, she has developed and coordinated several of our early programs, many of which were the key foundations for our passionate commitment to social inclusion and participation; training and skill development; and person-centred approaches. She maintains her seemingly boundless enthusiasm, uncompromising commitment to quality and indeed her 'rage' against injustice while providing the vision for FSGA's ever-expanding future opportunities. Most people who encounter

Vicki for the first time come away feeling inspired and charged with a new energy to make a positive difference. She provides inspirational vision and leadership, not only within our ranks, but within our sector, as our growth provides opportunities to influence both practice and policy.

Vicki's priorities and hopes for FSGA in the year ahead include: continuing to identify and respond to the unmet need; strengthening our already robust system; the pursuit of excellence in all that we do and encouraging a full understanding and acceptance of Human Rights within the wider FSG communities.



Paul Teffy
Chief Financial Officer

After setting up his own accounting practice in Southport in 1984, Paul made a personal and professional commitment to utilise a percentage of his time and skills in supporting the community sector. Over many years he has provided on-going pro bono accounting and auditing services to many NFP community agencies and groups. He began his association as volunteer treasurer with FSG Australia, then known as Gold Coast Family Support Group Inc. in 1993, having been located by the Manager of the (then very small) service in the Yellow Pages! It was to be the beginning of a very long relationship!

in 1994 to one of the 8th largest regional disability/human service organisations in QLD with an annual turnover of \$35M.

What excites Paul about FSGA is 'that we really CAN make a difference. I just love watching people's jaws drop when I tell someone for the first time what we are about and how big our scope is'.

Paul's hopes and priorities for the year ahead include: continuing to respond strongly to unmet needs, wisdom in the face of challenges that growth brings and leaps ahead for our Green initiatives and employment options for participants.

In his dedicated work, firstly as a volunteer, and now as an employee (CFO), Paul has been instrumental in overseeing the unimaginable growth of FSGA from a service with an annual income of \$600,000

Paul was recently named National Financial Officer of the Year in an award ceremony with the inaugural Financial, Administration and Back Office Awards (Pro Bono Australia).



Desiree King
Chief Operational Officer

Desiree's pathway to FSGA began in 1994 while supporting a friend whose child has a disability. Her friend happened to work for the then Gold Coast Family Support Group Inc. and through hearing about her work Desiree decided to apply for a position with the Child Care Program. This role involved supporting children to be included in mainstream child care centres under the guidance of the then Coordinator, Vicki Batten.

instrumental in facilitating major changes in inclusive practice that underpin the success of both the STEP and MY Home MY Life programs.

Desiree brings to her current position valuable perspective and understanding of multiple roles, having been a hands-on person in jobs equivalent to the current positions of DSE, Facilitator, Coordinator, Service Manager and Operations Manager. She has been a key contributor to the uniquely FSGA initiative of resourcing and

Desiree says that what energises her about her job after 16 years is an easy question to answer: 'It's the people I walk along side and the passion of the staff.'

As Chief Operational Officer, Desiree continues her successful collegiate partnership with Vicki Batten, supporting her to oversee the maintenance of service integrity, quality and future directions. Desiree's priorities and hopes for FSGA in the year ahead are to continue to explore innovative ways to tackle unmet need that do not rely on government funding; and to promote and enhance FSGA's flexible responses to need.

Vanness commenced her journey with FSGA as a volunteer and later support worker in the mental health service area in 1999. While she was completing her degree Vanness moved onto an administrative role with Volunteering Gold Coast which was at that time auspiced by FSGA. Having completed her Bachelor of Social Science majoring in HR, she was then instrumental in overseeing the growth and development of the many 'incarnations' of what is now 'The Agency, Training and HR Department'. As well as this, her responsibilities as General Manager now also include: The Green Shop

and other Green initiatives, properties, vehicles, IT and WHSO.

Vanness loves change – always an asset at FSGA! She is energised by the dynamic workplace environment; the positive approach to change; the flexibility at all levels; and feeling part of a bigger team and the community.

Vanness' priorities and hopes for FSGA in the year ahead include: finding new and creative ways to support and value Direct Service Employees who she believes are our foundation and our greatest resources.



Vanness Sharpin
GM - Service Support & Business Services



Jackie Doyle
GM - Mental Health Services

Jackie commenced her career in the UK as a social worker employed in child protection services, later moving into aged care and community mental health before immigrating to Australia in 1999. Already passionate about an inclusive community mental health approach, Jackie quickly found employment with the FSGA enVision Project 300 team. After working in a direct service role for some years she became Senior Coordinator, Operations Manager and then General Manager for all the FSGA enVision Mental Health Programs – now some of the most extensive and innovative in QLD.

A measure of sector respect for Jackie's commitment to the community mental health area has been her membership on the State Council for the peak body 'Alliance for Mental Health'.

Jackie loves that FSGA embraces the recovery model in mental health service delivery and is energised by the passionate, dedicated people in the various enVision teams. Like them she is inspired by the individual recovery journeys she has been privileged to witness.

Jackie's hopes and priorities for the year ahead include: collaborating with other agencies in some of the new FSGA mental health service regions e.g. Sunshine Coast and Ipswich; and maintaining a 'cutting edge readiness' for opportunities yet to come. She is also looking forward to working closely with the aged care services in the Brisbane Region, part of her new brief for 2011.

Annette's journey into the disability sector and eventually FSGA contained some pivotal decision making moments. One was when she resigned from a position in the corporate world in the belief there was a greater contribution she could make. The second was witnessing first hand, early in her career, the negative effects of an institutional approach to service delivery, and passionately taking up an advocacy stance.

Annette commenced with FSGA in 2005 as a Program Assistant with the Focus Program, a forerunner to the MY Home MY Life Program. In this role and later as Operations Manager

she was instrumental in the growth of FSGA's many accommodation service models.

Annette is energised by the knowledge that we still have so much more we can do! She intends to keep asking 'why?' to push the boundaries of our possibilities.

Annette's hopes and priorities for the year ahead include: getting 'serious' about real employment options for people with a disability and the development of greater learning and skilling options for the people we walk alongside.



Annette Osborne
GM - Service Delivery



Lorraine & Tanya (MY Home)



Dean (IT Operations Manager)



Kim T (Coordinator)
Kim W (Adults Services Ops Manager)



Annika & Julie (Enrich)



Nathan (KAIA)



Karen (Internal Auditor)



Lynne & Janell (Greenshop)
Middle: **Belinda** (Operations Manager)



Denise (Communications & Professional Support Manager)
Andrea (Operations Manager)



Caroline, Jess, Danielle & Catherine (KAIA)



Emma, Lindy, Christine & Valerie (Child & Family Services)



Lauren, Tanya & Amber (My Home)



Interchange Old

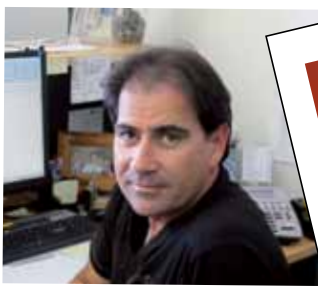
Our People Making a positive difference



enVision Programs
Gold Coast



Gail (WHSO)



Terry (Getabout)



Tina (Reception & Green Shop)



Trish (My Home) & **Natalie** (Finance)



Commonwealth Carer Respite Centre



Vanessa & Karen (My Home)

Our Programs

Children & Community Services

The following snapshots are a selection of FSG Australia's Child and Family Services programs that run from our Southport office; and Labrador, Coomera and Robina Family Centrals.

KAIA Child Safety Foster Care Program

FSGA is a community agency working in partnership with the Queensland Department of Communities - Child Safety Services and foster parents to provide children and young people, under 18 years of age, with a safe, nurturing and caring home.

Funded by the Department of Communities Child Safety Services, this project provides a safe and caring environment for children who are under the care of Child Safety Services and have been placed into alternative care. This program works closely with the Child Safety Services to seek, monitor and continually evaluate alternative family homes for children with a disability who can no longer be cared for in their parent's home.

Child Safety Residential Project

Funded by the Department of Communities Child Safety Services, this project provides a safe and caring environment for children who are under the care of Child Safety Services and have been placed into care within an FSG Australia (FSGA) facility.

Labrador Child and Family Hub

The Labrador Hub has been established to address the needs of families with children up to the age of 12 years, with priority given to families living in the Labrador region. The building was provided by the Gold Coast City Council and significantly renovated by the Community Renewal project which is a whole of government project coordinated by the Qld Department of housing. The Benevolent Society is managing this exciting project in partnership with FSG Australia, Lifeline, ACT for Kids and Playgroup Australia. All programs are inclusive of children with a disability.

Interchange Queensland (a Partner of Interchange Victoria)

FSGA advocates for and promotes disability awareness. Interchange Victoria advertises disability awareness objectives and opportunities to volunteer in the disability sector, across

Australia. FSGA has taken up the Queensland branch and attracts other Queensland organisations as partners. The Great Australian Sunny Sizzle is an Interchange Victoria initiative developed to raise awareness around disability. Every year in March this awareness day is celebrated by holding a 'BBQ sizzle'. It is envisaged that these 'sizzles' will occur across Australia during this week in March. The main focus of raising awareness around disability is to attract volunteers into the disability industry. The FSGA Community Connectors project and the Host Family Project sit under Interchange Queensland as supporting projects.

Community Connector Project

Funded by FSGA and operating from Coomera Family Central, this project connects people into their community with the help of highly trained volunteers who recognise that social participation is more than community access. There are many community access/friendship projects that operate under the Community Connector banner.

Host Family

Funded by the Department of Communities, the Host Family Project has been set up to recruit and assist volunteers to provide positive social, recreational and skill improvement opportunities for children and young adults who have a disability, whilst at the same time, providing respite to the parents.

The Deck

Funded by FSGA, The Deck is a community café providing a fully accessible meeting place to catch up with friends, savour a light menu, enjoy live music, entertainment and specialised functions. A place where people can drop in and know that if needed, support is available. The Deck will also offer opportunities to students who have graduated through Learning for Life in voluntary placements & work experience.



Kamps 4 Kids

Funded from donations, Kamps 4 Kids is a holiday and activity program for young people with a disability and siblings.



Out of School Hours and Vacation Care Project (CARE) provides extra support for children with a disability. This program is a new initiative of the Commonwealth Government that supports children with a disability to access appropriate and flexible child care, outside school hours including vacation care.

Our Programs

Skilling, Training & Employment Partnerships



STEP (Skilling, Training & Employment Partnerships) is an FSG Australia initiative that creates pathways for individuals with a disability in skilling, training and employment. STEP links people with similar interests by facilitating classes, workshops and social groups. It also creates opportunities to obtain paid or volunteer positions within the community.

STEP offers a course "Learning for Life". This is an accredited training course funded by the Department of Employment, Economic Development and Innovation (DEEDI). The course provides participants a unique, personalised program of learning and new opportunities to explore life and career pathways. The program also aims to develop management and work related skills, as well as improve literacy and numeracy competencies. Learning plans are individually tailored and combine practical knowledge, employability and life skill development.



Funded by DEEDI, STEP also offers a 47 week course in Adult literacy and Numeracy which offers a pathway to further education, employment and improved community participation for adults with a disability and learning barriers. This course aims to provide work readiness skills; improve reading, writing, oral communication and social skills; build problem-solving and decision-making skills; improve computer skills; and increase further training and employment options.

FSG Australia offers STEP participants the opportunity to skill through volunteering in FSGA initiatives. These initiatives include the FSGA Green Shop, where participants are involved in customer service, warehousing and deliveries.

