

2023/24

# ANNUAL REPORT

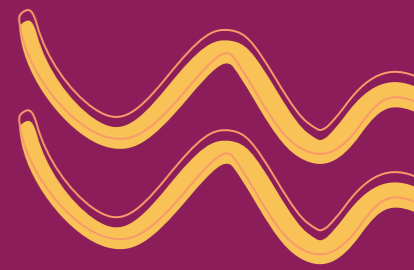


SUPPORTING OUR  
COMMUNITY ON  
ALL SIDES.





# DIVERSITY & INCLUSION STATEMENT



## COMMUNIFY LAUNCHES OUR 'REFLECT' RECONCILIATION ACTION PLAN

In May 2024, Community launched our Reflect Reconciliation Action Plan (RAP) with a traditional smoking ceremony facilitated by Aunty Kathryn Fisher of Turrbal Dippal. The event was part of National Reconciliation Week.

Our Reconciliation Action Plan commits us to action, respect and unity. It reflects our dedication to fostering meaningful relationships with Aboriginal and Torres Strait Islander peoples, and to understanding and celebrating their cultures, histories, and truth telling.

We are making significant progress on our Reflect RAP, in collaboration with Ramone Close from We Plan Together. Ramone's expertise and guidance have been invaluable in helping us navigate the complexities of this important work. His deep understanding of cultural nuances and commitment to reconciliation have ensured that our RAP is not only comprehensive but also truly reflective of the communities we aim to support.

Ramone is assisting us with a final draft of the RAP, ensuring that every aspect is carefully considered and aligns with our organisational values and goals. He is also helping us with the collation document, which will provide an overview of our RAP, making it easier to communicate our commitments and progress to all stakeholders.

Ramone's insights have not only strengthened the content of our RAP but also deepened our organisational understanding and commitment

to reconciliation. This partnership is helping us to build a strong foundation for meaningful and lasting change, setting the stage for ongoing engagement with First Nations communities and the successful implementation of our RAP.

## DIVERSITY AND INCLUSION

Community recognises the traditional owners of the lands on which we live, gather and work and we pay our respects to the Aboriginal Elders – past, present and emerging. We acknowledge the important role that Aboriginal and Torres Strait Islander people continue to have in our community.

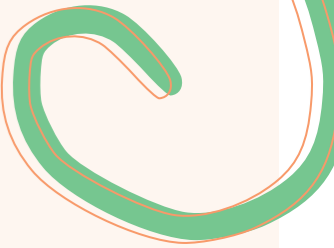
Community is committed to being an inclusive organisation. We recognise that we work across diverse communities and welcome and encourage participants from all backgrounds and experiences.

We strive to embrace the diversity of people from all ages and genders, Aboriginal and Torres Strait Islander peoples, culturally and linguistically diverse groups, the LGBTIQ+ community, people seeking asylum, refugees, and people living with disability.

## COMMUNITY SUPPORTS THE ULURU STATEMENT FROM THE HEART

As a social justice organisation, Community affirms its support for the Uluru Statement from the Heart ensuring voice, treaty and truth. In the spirit of recognition and reconciliation we look forward to walking beside our First Nations to ensure that they are given the opportunity to have a voice on decisions that affect their communities and determine their futures.





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# A MESSAGE FROM OUR CHAIR & CEO

This year has been a pivotal period for Community, characterised by substantial service expansion, development of new internal systems, new website development, strengthened partnerships, and initiatives to address the growing challenges within our communities.

As we respond to the complexities of rising homelessness, increasing mental distress, social isolation, and the pressures of escalating living costs, our commitment to delivering impactful support remains unwavering.

Our multi-service approach and capacity, built on years of dedication to developing an integrated response, are central to our vision of delivering comprehensive support to individuals and families with complex needs. This model enables us to address multiple challenges simultaneously leading to more comprehensive and sustainable outcomes. Through close collaboration, our internal teams draw

on shared expertise and strong external partnerships to provide person-centred care. This approach has not only improved client outcomes and engagement but also promoted long-term stability and wellbeing, ensuring individuals remain connected to essential resources and their communities.

This year, we initiated significant system enhancements, laying the foundation for long-term operational efficiency and improved service delivery. We implemented an advanced client data management system, enhancing our ability to capture accurate, real-time data and monitor client outcomes more effectively. This system enables us to generate deeper insights, ensuring our programs remain responsive to evolving community needs and aligned with best practices. We also began the transition to a new finance system, designed to streamline processes, strengthen financial oversight, and provide greater transparency across all functions. These interconnected initiatives position Community to operate with increased efficiency, precision and agility, reinforcing our commitment to delivering high quality, impactful services.

In 2024, we secured a new corporate office in Lutwyche to accommodate our expanding corporate teams and address the challenges of outgrown spaces. This investment ensures that our corporate teams are better positioned to work cohesively, driving operational efficiency and enabling us to more effectively support our programs and community services.

Collaboration and partnerships remain central to our work, underpinning our efforts to deliver meaningful outcomes for the communities we serve. This year, we forged new alliances with government agencies, non-government organisations, and corporate partners, unlocking innovative opportunities for service delivery and advocacy. These strategic relationships have significantly amplified our impact, enhancing our capacity to respond proactively to emerging challenges. A prime example of this collaborative success is the invaluable support we have received from the corporate and community sectors for our Bindi Bindi Place initiative. This initiative will introduce a pioneering service model and care arrangements designed to support children from high-risk families, ensuring better outcomes and more sustainable family support frameworks. See more information on Bindi Bindi Place within the report.

In addition to expanding services, we increased our advocacy efforts, engaging with government stakeholders to highlight the urgent need for systemic change in areas such as homelessness, child protection, mental health, and social inclusion. Our advocacy has helped influence policy discussions and ensure the voices of our community are heard at key decision-making forums.

We are proud to have commenced work on our Reflect Reconciliation Action Plan, deepening our commitment to First Nations communities and embedding reconciliation into the fabric of our organisation. This initiative represents an important step in our journey toward fostering a more inclusive and culturally aware service environment.

We extend our sincere gratitude to our board for their unwavering leadership, strategic guidance, and dedication to Community's mission. Their expertise and commitment have been instrumental in driving our growth, strengthening our partnerships, and ensuring we remain adaptive to the evolving needs of the communities, we serve. The Board's ongoing support has empowered us to pursue innovative initiatives and navigate complex challenges with confidence. We are grateful for their vision and stewardship, which continue to shape a sustainable future for Community and the people we support. As we reflect on the year's achievements, we are energised by the progress made and the opportunities that lie ahead. Through continued innovation, collaboration, and community engagement, we will remain adaptive in the face of future challenges.

We also acknowledge and extend our heartfelt thanks to our incredible staff and volunteers, whose dedication, compassion, and expertise are at the core of everything we do.

Their tireless efforts, often in challenging circumstances, ensure that individuals and families in need receive the support, care, and connection they deserve. Our staff's commitment to excellence, creativity, and teamwork has been essential in driving the success of our programs, strengthening partnerships, and fostering positive change in the community. It is through their passion and hard work that we are able to make a meaningful impact and continue building a more inclusive and supportive future for all.

Together with our board, partners, staff, and volunteers, we look forward to building on this year's success and continuing to make a meaningful difference in the lives of those we serve. Thank you to everyone who has contributed to our success this year. With your support, we will continue to grow, advocate, and deliver essential services that foster strong, resilient communities.

**Zea Johnston & Karen Dare**

# KAREN DARE CELEBRATING 30 YEARS AT COMMUNIFY



2024 marks 30 years since our CEO Karen Dare first began working with Community. Since joining the organisation in 1994, Karen's tireless dedication and visionary leadership has seen Community grow from a small neighbourhood centre with limited resources to the thriving multi-service hub that it is today.

Drawing on her social work background, Karen began her tenure with Community in a social engagement role. She progressed to being a community engagement team leader and then to program manager. In 2014, Karen was appointed CEO of Community in recognition of her ability to identify gaps in service delivery for vulnerable people and bring strategic leadership to fill these gaps with innovative program delivery models.



Karen's decades of service have changed lives and influenced service delivery and funding at three levels of government.

Through strategic partnerships and collaborations with other community organisations, Karen has grown Community's turnover from \$100K to \$22.7M, to deliver over twenty funded service streams across housing and homelessness support, NDIS support provision, mental health, asylum seeker and refugee assistance, aged care, family support services, neighbourhood centres, drug and alcohol rehabilitation and pathways to employment. Today Community provides services and supports to over 15,000 people across

Brisbane.

Community's diversity of services under Karen's leadership has ensured our endurance through sector reforms and government budget changes, including the implementation of aged care reforms and the National Disability Insurance Scheme (NDIS). This approach has also led to mergers with other independent incorporated associations, including New Farm Neighbourhood Centre Inc (2014), belong Inc (2023) and Meals on Wheels Paddington. Under the new My Aged Care strategy in 2014, Community entered into a consortia arrangement under the North Brisbane Primary Health Network to deliver assessment and support services under a shared vision for quality aged care service delivery.

By leading the merger with New Farm Neighbourhood Centre in 2014, Karen moved Community into the field of housing and support for homeless people. As part of the merger, Community acquired the homelessness support service provider, HART4000. HART4000 later enacted the Australian Government's COVID-Safe response plans through the Emergency Housing Accommodation Response (EHAR) from 2019-2022. This placed over 1600 people who had been homeless, living in shared social housing or boarding houses deemed unsafe during the pandemic, into hotel accommodation. This model continues to be funded, and HART4000 is now a leading homelessness support service provider in Brisbane.

The Asylum Seeker and Refugee Assistance (ASRA) program is the result of Karen's determination to secure funding and accommodation for the "legacy caseload" of asylum seekers. In 2016,

Karen successfully lobbied to take management of a crisis accommodation unit block for asylum seekers. She obtained a \$50,000 philanthropic grant and \$700,000 funding from the Queensland Government, which she used to form a consortium of seven organisations to provide specialist support for people seeking asylum. The consortium secured a further \$3.4million over two years from the Queensland Government and formally became the Asylum Seeker and Refugee Assistance Program (ASRA). Funding for this purpose was an Australian first. Due to its success, the Queensland Government awarded ASRA a further \$8.4million over four years to support asylum seekers with emergency relief, housing, legal, employment, physical and mental health services.

Karen developed our Springboard program in response to a lack of rehabilitation options for people wishing to remain living in the community while recovering from drug and alcohol dependence. The day-treatment program model for Springboard was a Queensland first. Karen obtained funding from the Department of Health to run a pilot program in 2017 and 2018. Springboard has since supported hundreds of people in their recovery from challenges with alcohol and other drugs and co-occurring mental health problems.

The Recovery and Discovery Centre is another example of Karen's innovation and vision for a unified approach to mental health service provision. Launched in 2019, the mental health hub was one of only three in the country that delivered multiple streams of federal funding through one central pathway with the North Brisbane Primary Health Network. This allowed people living with severe and complex mental health concerns to access social workers, peer support workers, mental health nurses and psychological therapies all in one place.



Karen's passionate interest in child protection led her to pursue her most groundbreaking initiative yet – Bindi Bindi Place.

With over 7000 Queensland children under the age of five subject to a child protection notification in 2021, an alarming increase in child abuse cases and child deaths, along with a decrease in foster carers, Karen knew something must be done. She established a steering committee with key players in the planning and building industry. They collaborated to implement a purpose-built learning hub with multidisciplinary specialist care for at-risk children aged 0-6 years. Based on the trauma-informed Abecedarian model of care, Bindi Bindi Place will provide individual therapeutic intervention and support that focuses on the needs of each child and their family. In 2023, Community purchased land in Zillmere to build the centre, with a view to launch the service in 2025.

Karen's achievements over the past three decades have been extraordinary, yet she remains modest and humble, referring to teamwork and the support she has from partners, staff and volunteers as key to all that Community has achieved. She is driven by compassion and the belief that everyone deserves the support of a caring community. She remains an inspirational presence within Community and the communities of Brisbane.



2024-2025

# STRATEGIC TARGETS

In 2024-25, Communify will focus on several strategic priorities to improve service delivery and position the organisation for growth.

**Key operational initiatives include:**

- launching a leadership development program to empower leaders within the organisation
- establishing a new office in Chermside for the continued expansion of the HART4000 service
- securing funding for Head to Health services and the Bindi Bindi Place facility
- developing a peer-worker framework for our emerging peer workforce
- achieving accreditation under the Mental Health Quality Standards
- implementing our Reflect Reconciliation Action Plan (RAP)
- establishing new corporate office to allow the team to grow
- securing funding for a mobile alcohol and response team in response to community feedback.

The people and learning department will focus on employee engagement and volunteer recruitment, while the marketing team aims to increase brand awareness and community engagement. Information technology objectives include enhanced cybersecurity, cloud migration completion, and the continued improvement of data systems. The finance department will implement new financial systems, restructure the finance team, and update accounting policies.

These initiatives will strengthen Communify's organisational capacity, improve service delivery, and prepare us for future funding opportunities and reforms.



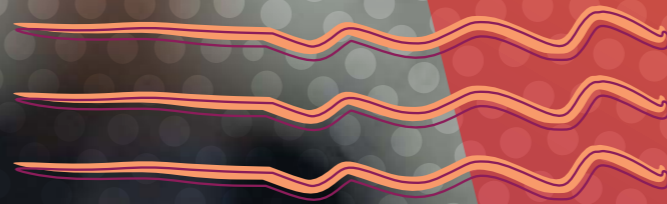
## VISION

An engaged, unified community leading change.

## PURPOSE

Supporting the community on all sides by working creatively to meet needs and interests in a rapidly changing world.

PILLARS		
INFLUENCE AND LEADERSHIP	COMMUNITY AND CLIENTS	PEOPLE AND CULTURE
OUTCOMES		
Our programs, services and expertise are recognised, replicable and have impact on decision makers.	Vulnerable people and those with complex needs can access services that meet their needs and connect them to their community.	A highly engaged and supportive team.
STRATEGIC PRIORITIES		
<ul style="list-style-type: none"> <li>➤ Establish Bindi Bindi Place as a successful prototype for atrisk young children.</li> <li>➤ Position the organisation to take advantage of future opportunities through thought leadership and innovative service models.</li> <li>➤ Develop and lead strong partnerships and networks with specialist services and funders.</li> <li>➤ Position for potential policy and program reform.</li> <li>➤ Continue to strengthen our governance by embedding and promoting environmental, social and governance (ESG) principles.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Expand our integrated service model to meet the needs of clients in Brisbane South through the Acacia Ridge hub.</li> <li>➤ Prepare to deliver new specialist integrated Head to Health hubs.</li> <li>➤ Secure funding to expand specialist mental health supports (Springboard, Outreach Mental Health and Clinics).</li> <li>➤ Secure ongoing funding to expand Tenancy Sustainment and ongoing funding from Queensland Health for a multidisciplinary outreach team.</li> <li>➤ Drive continuous improvement to service delivery through research and evaluation.</li> <li>➤ Continue to strengthen our clinical practice.</li> <li>➤ Prepare for Commonwealth Home Support Programme reform.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Continue to retain a workforce that shares our vision, purpose and values.</li> <li>➤ Engage an active volunteer base to support key services and extend capacity and reach.</li> <li>➤ Continue to celebrate staff success and professional development.</li> <li>➤ Consolidate corporate services into a single location.</li> <li>➤ Progress our Reconciliation Action Plan, focusing on outcomes and intent.</li> <li>➤ Ensure our diversity and inclusion practices remain contemporary.</li> </ul>
SUCCESS INDICATORS		
Client satisfaction   Compliance with accreditation obligations   Projects completed on time and within budget   Measurable impact of service delivery   Program efficiency ratios   Employee satisfaction   Stakeholder awareness and engagement Increased revenue.		
ENABLERS		
Data driven decisions   Automated budget and financial reporting   Communication platforms   High quality research Professional development.		



# THE YEAR IN REVIEW



# RESPONDING TO THE COST-OF-LIVING CRISIS



## HART4000 – HOUSING AND HOMELESSNESS SUPPORT

Housing instability lies at the heart of the cost-of-living crisis that is affecting our community. Rising rental costs have priced more community members out of the private rental market and left them in urgent need of support to secure housing.

With the housing crisis showing no signs of slowing down, our housing and homelessness service, HART4000, welcomed a 20% uplift in funding, considerable staffing expansion and the introduction of a new emergency housing response program to navigate these ongoing challenges.

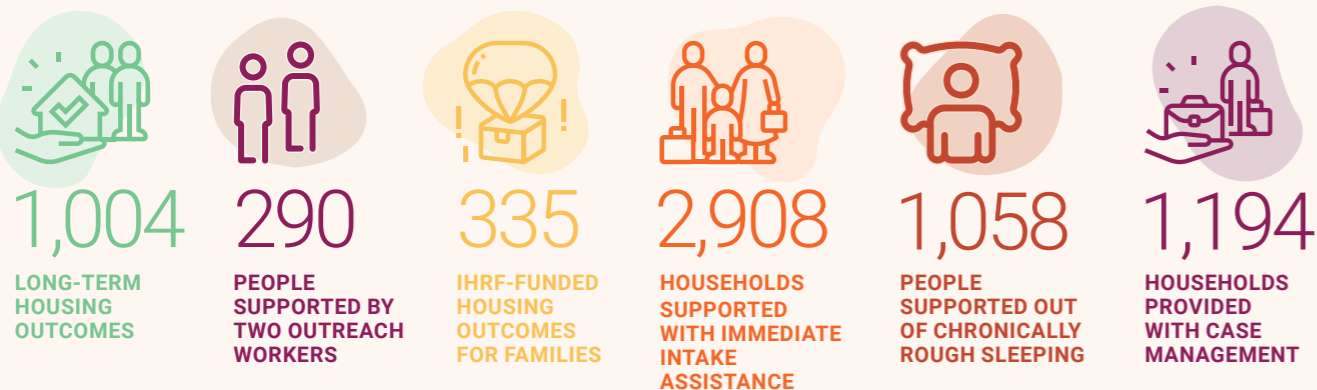
Despite the dwindling number of affordable housing options in the current market, HART4000 supported a record total of 3,380 households. The program provided over 2,900 households with immediate intake assistance, and 1,194 households were supported with case management. Our team facilitated 1,004 long-term housing outcomes in the 2023-2024 financial year, an 18% increase from the previous year.

The increased funding enabled our team to expand and diversify to offer specialised case management streams. We established four teams with new team leader roles: centre-based support, families, outreach, and Asylum Seeker and Refugee Assistance (ASRA) housing for asylum seekers. This provides greater support for participants dealing with complex issues. Other new HART4000 staff include three new homelessness intervention workers; a brief intervention worker and an intervention outreach worker for families; and an administrative and finance worker.

This year, HART4000 focused on strengthening relationships with community housing providers and trusted real estate agencies to secure numerous housing outcomes within the private rental market. Our team also used brokerage to support people out of costly short-term hotel accommodation and into more sustainable long-term private rental properties.

We secured funding for an Immediate Housing Response for individuals and couples (IHR) in June 2024, in addition to the funding increase received under Immediate Housing Response for Families (IHRF). HART4000 assisted 446 new households and delivered 335 housing outcomes under IHRF. They supported a further 22 people into hotel accommodation under IHR.

**3,380** HOUSEHOLDS SUPPORTED



## AKRAM'S STORY

Akram fled Iraq in 2012 in fear for his life, leaving behind his pregnant wife and young daughter. He hoped to build a safer life for them all in Australia.



On arrival, Akram was granted a series of six-month bridging visas, which allowed him to live and work in the community. However, without a permanent visa, Akram was unable to obtain safe passage for his family to join him. Akram is one of the 30,000 asylum seekers known as the Legacy Caseload, who have faced lengthy delays in the processing of their permanent visa applications. They have remained in limbo, without access to work rights and supports, for over a decade.

By 2020, after eight years of watching helplessly from afar as his family struggled to survive back home, Akram's physical and mental health had deteriorated significantly. He no longer had the capacity to work and was unable to pay rent or send money back to his family.

HART4000 first met Akram when he was rough sleeping but, with his poor health, limited ability to work, and lack of eligibility for Centrelink payments and social housing, any housing options were precarious. In 2021, HART4000 secured a tenancy for Akram in Community's crisis housing unit block for asylum seekers. The team connected him to the ASRA program to receive support, including legal support, health services, trauma counselling, emergency relief, social support and ongoing housing support.

In 2022, Akram's claim for refugee status was accepted, and he was granted a Safe Haven Enterprise Visa. The following year, Akram was finally granted permanent residence in Australia with a Resolution of Status Visa. Despite this, Akram faced the further cost of \$15,000 to sponsor his family to join him in Australia, and the process was expected to take up to five more years.

Akram's unwavering spirit inspired the community to rally around him. One generous community member pledged to pay for visas and plane tickets for Akram's wife and two children, and Refugee and Immigration Legal Services (RAILS) supported Akram to lodge the applications for their permanent visas. Less than a year later, Akram was notified that the applications were successful. Flights were booked, and then two weeks after that, the family were finally reunited in Brisbane, after twelve long, arduous years of separation.

HART4000 then mobilised into action to urgently source housing for the family, as they could not stay in the small studio unit Akram was living in at the time. Akram had been on the Department of Housing waitlist for over a year with no housing allocation. The only available options were through the private rental market but, as Akram's Disability Support Pension was the family's sole income, the team feared this would be impossible.

HART4000 approached a trusted realtor in Beenleigh, who agreed to put Akram and his family forward for a tenancy along with an advocacy letter to the owner to explain Akram's story and situation. The tenancy was granted. HART4000 also supported Akram to secure a rental grant, bond loan and rental subsidy, and furnished the home with beds and whitegoods purchased with Immediate Housing Response Funding (IHRF) and a grant from the Lady Bowen Holding Hope Project.

Thanks to the tireless efforts of HART4000 and the ASRA Program, and Akram's own unshakeable faith and determination, he and his family are now living together in their safe and secure new home.

## HELPING TENANTS WITH SPECIALIST SUPPORTS

Maintaining a tenancy can be difficult for people with complex needs, particularly when they are already feeling the pressure of the cost-of-living crisis.

Our Sustaining Tenancies program supports people who are at risk of losing their tenancy. This year, the team found that the challenges faced by participants were increasingly complex. However, with a further increase in funding, expansion of leadership positions in the team, and the development of a hoarding and squalor management framework, the program supported 489 people to sustain their tenancy.

Securing additional funding for the program allowed for an increase in brokerage. The team used this to deliver more effective long-term solutions to support participants: larger-scale forensic cleans and assistance with furniture replacement. The funding also enabled the team to introduce two new senior practitioner roles and a new team leader role. Engaging a new women and families worker and a mental health practitioner provided additional support to frontline workers.

Hoarding disorders and behaviours are a common issue many Sustaining Tenancies participants struggle with. The team worked with an external consultant to develop specialist skills to help tenants challenged by hoarding behaviours. This led to the implementation of a hoarding management practice guide with resources designed to support interventions.



The team were invited to present their work to The Australian Centre for Hoarding, Squalor and Clutter (ACHSC). They were proud to share their experiences and empower other housing service providers to address similar challenges.

Equipped with this set of specialised skills and interventions, the Sustaining Tenancies team completed 289 supportive cleans for participants experiencing hoarding conditions in the 2023-2024 financial year.



## RACHELLE'S STORY



36-year-old Rachelle struggles with severe anxiety, complex PTSD and dissociative identity disorder.

She is a survivor of childhood abuse and domestic violence in her relationships as an adult. She had been living in a Department of Housing property with her son Alex for 7 years when she attempted suicide in 2023, after a rapid decline in her mental health.

Rachelle was hospitalised and survived, but she was left with extensive kidney damage that requires daily dialysis treatment. The Metro North outpatient renal team installed a home dialysis set-up for her; however, due to the chronic pain and mental distress Rachelle was experiencing, daily tasks such as cleaning and disposal of dialysis waste became unmanageable.

When Rachelle self-referred to Sustaining Tenancies in November 2023, her living conditions had become catastrophic. Rachelle was in constant fear of the Department of Housing discovering the extent of the squalor and evicting her. Furthermore, when Rachelle was hospitalised, a Child Safety Court Assessment Order was passed to place Alex in community kinship care.

Rachelle returned home from hospital in December 2023 and was approved for funding from Queensland Community Support Scheme (QCSS) to provide weekly home cleans but, due to the state of the property, they were unable to assist. Sustaining Tenancies arranged for a forensic clean to be conducted within the month. After Rachelle experienced an unforeseen domestic violence incident, Brisbane Domestic Violence Service (BDVS) intervened to relocate her to alternative accommodation. When the daily travel to hospital for dialysis treatment began to affect her physical health, Rachelle was re-admitted to hospital until it was safe for her to return home. The Sustaining Tenancies team began work then on her forensic clean.

After discovering that the level of waste in the property was far more extensive than what was quoted for, the team applied for a one-off forensic clean funding of \$10,000 from the Department of Housing to cover the damage. This was successful. Sustaining Tenancies completed the forensic clean and arranged for new furniture and household items, and BDVS assisted Rachelle to apply for an escaping violence payment which allowed her to install security cameras at her home.

Finally, Rachelle was reunited with her son, and both were able to resume their lives together in their home, which was now safe, healthy and secure. It was determined that Child Safety no longer needed to be involved after the expiration of the current order, and Rachelle was referred to our Intensive Family Support team, where she awaits allocation of ongoing support. Rachelle's QCSS cleaning and health supports remain in place while she is on the waitlist for a kidney transplant, and Sustaining Tenancies is also supporting her to submit her NDIS application.

Sustaining Tenancies has helped me so much. They gave me hope to keep fighting my illness when I was ready to give up. I was able to get my son back in my care with their help. My house was so messy and I was too sick and in too much pain to clean. I still struggle, but I manage a bit better now I'm on dialysis and the right medications for my mental health. Not one time did anyone make me feel bad or judge me, they only offered me kindness and understanding and support. I'm so grateful and lucky they helped me. I actually felt like I had won the lotto.

– RACHELLE, SUSTAINING TENANCIES PARTICIPANT

>\$400,000  
TOTAL  
TOTAL EMERGENCY  
RELIEF PAYMENTS

>100  
TONNES  
OF FOOD RELIEF  
PROVIDED ACROSS  
NEIGHBOURHOOD  
CENTRES

35,772  
INSTANCES  
OF BRIEF  
INTERVENTION  
FACILITATED BY  
OUR CENTRES

## EMERGENCY RELIEF

Community demand for emergency relief soared from January 2024 when our services resumed normal operating hours after the Christmas and New Year 2023/24 closure period.

Upon receiving an unprecedented influx in enquiries for urgent financial aid and food relief, our neighbourhood centres coordinated a prompt operational response. A new emergency relief (ER) hotline was established to triage ER enquiries for North West Community Hub and New Farm Neighbourhood Centre and manage the growing demand for emergency assistance.

Though ER funding across our neighbourhood centres was limited and frequently exhausted, the centres collectively delivered record levels of emergency relief support to community members. Over 100 tonnes of food relief was provided across the neighbourhood centres, almost double that of the previous year. Total emergency relief payments amounted to over \$400,000 to provide thousands of people with food vouchers, rent assistance, utility bill support, fuel vouchers and transport support.

Our neighbourhood centres also provide brief intervention support to people in need to address the presenting issues that are affecting their quality of life. In the 2023-2024 financial year, our centres collectively facilitated 35,772 instances of brief intervention to connect community members to various services and supports.



### FOOD RELIEF

North West Community Hub	35,000kg 500 vulnerable families receiving food relief
The Exchange	14,000 people fed by community dinners 5,600 people fed by community lunches
New Farm Neighbourhood Centre	11,340kg \$27,780 in food vouchers
Acacia Ridge Community Centre	57,713kg \$28,604 in food vouchers

### EMERGENCY RELIEF AND SUPPORT

North West Community Hub + The Exchange	26,063 support appointments \$189,000 emergency relief payments
New Farm Neighbourhood Centre	3,448 support appointments \$45,927 emergency relief payments
Acacia Ridge Community Centre	916 emergency relief appointments 5,345 Co-Op visits \$150,701 emergency relief payments

# SUPPORTING DIVERSE COMMUNITIES

## ADDITIONAL FUNDING TO SUPPORT ASYLUM SEEKERS

The Asylum Seeker and Refugee Assistance (ASRA) Program continues to be an innovative community solution to the ongoing challenges faced by asylum seekers who are not eligible for formal immigration support. ASRA is a consortium of seven partner organisations led by Community. It provides specialist support for asylum seekers to access a range of support services, including housing, emergency relief, health services, legal and employment support.

This year, Community's ASRA Housing team worked with Common Ground to secure 35 tenancies for asylum seekers. Our housing support for asylum seekers, embedded within HART4000, provides housing assistance to 20 families and over 50 individuals at any given time. In view of the success of this partnership, we look forward to formalising our relationship with Common Ground by inducting them into the ASRA Governance Group in 2025.

Since February 2024, ASRA has been providing intensive support to 50 asylum seekers who fled conflict in the Middle East. The team have benefited from working with The Queensland Charity and Welfare Association (TAQWA), auspiced by Islamic Relief Australia. Together, they connect these asylum seekers to their community and assist them to navigate Australia's welfare, healthcare and housing systems.

ASRA welcomed the Queensland Government 2024-25 State Budget announcement in June 2024 that conferred a significant lift in funding towards

the program until June 2026. We are grateful to the Queensland Community Alliance for their advocacy of the ASRA program and the crucial support it provides to asylum seekers.

## EDUCATION AND SUPPORT THROUGH COMMUNITY HUBS

Our community hubs program expanded in the 2023-2024 financial year as we welcomed Nundah State School to our network of hubs, which includes schools in Zillmere, Inala, Acacia Ridge and Moorooka. We secured a partnership with Toy Well who assisted us to establish two new toy libraries in the hubs at St Brendan's Catholic Primary School, and Moorooka and Inala State Schools.

Hub education programs were further tailored to address specific challenges often faced by migrant and refugee families. We offered more education sessions about domestic violence awareness, visa information, and cyber safety. Furthermore, grants were successfully obtained from the Lord Mayor's Community Fund (LMCF) and the Council on the Ageing (COTA) Queensland for the development of study skills programs, craft groups, over 65s support, and health literacy programs at the hubs.

The expansion of the Community Hubs program resulted in record participation numbers this year, with 322 families attending the hubs and over 15,880 instances of adults and children participating in hub activities and events. The hubs collectively partnered with 64 organisations through which over 300 referrals were made to connect participants with additional services.



# GETTING AHEAD WITH MENTAL HEALTH SUPPORT

## RECOVERY & DISCOVERY CENTRE

Demand for community-based mental health services and supports has continued to grow in recent years as more people in our community are struggling with the stressors of life.

The Recovery and Discovery Centre is our service that supports people living with severe and complex mental health challenges. Due to the growing volume of referrals, the centre has had a long waitlist since its inception in 2019. However, after securing additional funding, this year a new Assessment and Brief Intervention facilitator role was established to support participants on the waitlist with interim goal-setting, planning and support coordination.

The Recovery and Discovery Centre has developed tailored, in-house therapeutic support groups to meet the specific needs of participants. These include the Shark Cage group, which applies a human rights approach to empower and heal women who have experienced sexual assault or domestic and family violence. The Dialectical Behaviour Therapy (DBT) Skills group program was also redesigned to optimise flexibility and accessibility for more participants.

Additionally, the Clinical Care Coordination support stream was further developed with the introduction of a full-time clinical care navigator. Clinical care coordination focuses on the complex interconnection between mental health and physical health, ensuring that participants are connected to the health professionals they need to improve their quality of life. The centre delivered 8,160 total service contacts this year. Of those, more than 1,480 were instances of clinical care coordination support. In addition, 4,920 psychological support contacts were delivered, which was 20% higher than the previous year.

## SPRINGBOARD

Springboard continued to provide a supportive framework and space for members of our community who struggle with addiction.

Based in Spring Hill, Springboard is our eighteen-week day-treatment program for people experiencing co-occurring alcohol and other drug (AOD) and mental health difficulties. The program offers support in a group setting as an alternative to residential rehabilitation.

Springboard's unique community-based approach and emphasis on peer support resulted in record high levels of participant satisfaction this year. One hundred per cent of people who completed the group treatment stage of the program advised that they would recommend the program to a friend, and the average participant satisfaction rating was 96%.

 **8,160**  
TOTAL SERVICE CONTACTS DELIVERED

**1,480**  
CLINICAL CARE COORDINATION SUPPORT 

ONE HUNDRED PER CENT OF PEOPLE WHO COMPLETED THE GROUP TREATMENT STAGE OF THE SPRINGBOARD PROGRAM ADVISED THAT THEY WOULD RECOMMEND THE PROGRAM TO A FRIEND.

## NDIS

Our NDIS Core Supports and Support Coordination teams continued to deliver quality, responsive psychosocial support services to participants that reflected the complexity and diversity of their needs and approved support plans.

Transitioning to the new NDIS provider portal PACE, and an increasing administrative burden arising from submissions processing delays, presented additional challenges for the team this year. However, the teams engaged in targeted staff training for professional development, skill-building and knowledge transfer to maintain our high standard of service provision through continuous improvement initiatives. As a result, we achieved 100% compliance in our NDIS recertification audit.

## FINDING THE WAY BACK FROM A CRISIS

The burden of financial stress and housing instability has severe impacts on the mental health and wellbeing of many of the community members we support.

Against the backdrop of the federal government's National Suicide Prevention Strategy, there is growing recognition of the need to provide acute and ongoing support to people experiencing suicidal crises.

The Way Back Support Service is our outreach service that provides psychosocial support to people who have experienced a suicide attempt or suicidal crisis. This year saw the program significantly expand in capacity, reach and accessibility. Staffing more than doubled from 4 team members to 10 by the end of the financial year, and the team relocated to the Newmarket in May 2024 to accommodate service growth.

The service began accepting referrals for participants aged 15 to 17 years to extend psychosocial support to youth experiencing suicidal behaviours. Since the service expanded in 2023 to include referrals from the Prince Charles Hospital, the team has processed 560 referrals and provided over 2,900 support appointments to 213 participants.

Referrals received	560
Participants supported	213
Support appointments provided	2,941
Hours of face-to-face support	1,846
Hours of phone support	733

# KEEPING OLDER PEOPLE HEALTHY AND CONNECTED

The 2023-2024 financial year saw our aged care services teams support their highest number of clients to date. We provided 153 Home Care Packages to older people. These included services such as nursing, allied health, personal care, domestic assistance, individual and group social support, and in-home and centre-based respite services, transport and meals.

We continued to make opportunities for older people to connect with their community and ease social isolation. Community partners with external services to deliver programs and activities such as movement classes, art and music therapy and social outings that aim to improve physical, mental and emotional health and wellbeing for people over 65. This year we achieved 120 per cent of our KPIs for aged care community participation. We welcomed 10 new participants to the program, making a total of 85 participants.

Our Community Navigators care finder teams worked closely with our Regional Assessment Service (RAS) team this year to deliver tailored outreach assessments of vulnerable older people's needs. This support enabled the team to secure more Home Care Packages for program participants and connect them with referral services in the wider care finder network.

The RAS team provides personalised assessments to determine eligibility for aged care services. The program is a consortium of four community care providers led by Brisbane North Primary Health Network (PHN). This year our RAS team successfully progressed through the first stage of Single Assessment Service Model (Support At Home) rollout and completed certified training in the Brisbane North PHN Integrated Assessment Tool (IAT). The team completed over 1,000 assessments in the 2023-2024 financial year.

The Community Navigators program is designed for senior Australians needing intensive support who

could otherwise miss out on crucial services. This includes people who are not yet receiving aged care services, as well as those who are. The program is part of a national network of care finder services. Community provides support to people across Brisbane's northern and southern suburbs.

Both the Brisbane North and South Community Navigators teams used the services of consortia partners Micah Projects and Queensland Positive People (QPP) to increase support options for program participants. The teams also engaged in trauma-informed service delivery training provided by the Blue Knot Foundation to improve their ability to support participants with complex needs. Recognising the importance of this training, Brisbane North PHN provided funding for the teams to attend additional vicarious trauma training modules through to October 2024.

This year the Brisbane North Community Navigators team supported 231 vulnerable older people to access aged care services, with the Brisbane South team providing support to 51 participants.



SERVICE	Number of clients	Hours of support
Allied health	243	2,089
Domestic assistance	633	16,759
Home Assist Secure	190	2,813
Home maintenance	761	10,540
Flexible and centre-based respite	110	14,270
Nursing	99	1,400
Social support	228	16,031



# CARING FOR CHILDREN & FAMILIES



## BINDI BINDI PLACE

We remain committed to the development of Bindi Bindi Place, our groundbreaking shared care initiative designed to protect children living in high-risk families who are at imminent risk of being removed.

Since Community purchased land in Zillmere in 2023, we have focused on securing financial support for the first centre build. Our exceptional leadership team—including our CEO Karen Dare, Caroline Stalker, Zea Johnston, Steph Wyeth, Naomi White, Desiree Houston-Jones, and Sarah Morgan—meets every Friday to steer this transformative project with vision and resolve. Big thanks must also go to Rebecca Logan for her secretariat support.

Throughout the year our corporate engagement efforts have included a large-scale fundraising event and targeted boardroom lunches. These events have generated strong community interest and secured commitments from leading partners in the building industry. These valuable pledges bring us decisively closer to realising Bindi Bindi Place.

Our design team is producing documentation for ministerial designation while finalising architectural and landscaping plans to create an environment that is safe, functional, and welcoming. We are forging strategic alliances with stakeholders and potential funders to ensure sustained support for the build and long-term operational costs.

We have commissioned a robust, tailored service model focused on addressing the intricate needs of vulnerable families. This model prioritises early intervention, family preservation, and holistic care for children. It sets a new standard for supportive, sustainable outcomes. These achievements underscore our unyielding commitment to keeping children safely within their families by confronting and addressing root causes of parenting challenges, building a foundation for enduring family resilience and empowerment.



## INTENSIVE FAMILY SUPPORT

In 2023, Brisbane North Intensive Family Support (IFS) celebrated eight years of partnership between Community and Act For Kids to deliver services that support families with complex needs.

The program helps families who are under pressure to overcome challenges that affect their ability to nurture and raise their children. The aim is to keep children safe.

This year, IFS delivered over 16,800 hours of services to support a total of 115 families, which included over 600 children. Of those 115 families, 30 identified as Aboriginal or Torres Strait Islander. The team processed a total of 208 referrals, up from 165 in the 2022-2023 financial year.

Funding for the IFS program was initially scheduled to cease on 31 December 2023. However, we are proud to report that, due to the success of the program, Community has secured an additional five years of funding to deliver the service.

## CHILDCARE

Our childcare centre is currently facing challenges with enrolment numbers and staff recruitment and retention. The introduction of free kindergarten programs has significantly influenced family choices, with many opting for these cost-free options. Additionally, the increasing presence of multiple local childcare centres has intensified competition, further impacting our capacity to attract and retain both families and qualified staff. These factors are placing pressures on our operations, necessitating some review of the need for our small centre in the face of decline in demand.



# GRASS-ROOTS SUPPORT IN OUR NEIGHBOURHOOD

## EXPANDING OUR COMMUNITY DEVELOPMENT PROGRAMS

This year, our neighbourhood centres not only focused on providing brief intervention support and essential services.

They also adjusted their service delivery models to address the need for social support in our community by expanding community development programs.

New Farm Neighbourhood Centre facilitated over 8,400 social connection opportunities for community members through 846 individual episodes of programs, activities and events. The centre nurtured and expanded its team of 26 regular volunteers and began transitioning the Community Cafe service to a social enterprise model to ensure its future sustainability. The centre strengthened local partnerships with Teneriffe Lions, Rotary New Farm and Merthyr Rd Uniting Church, and introduced a new First Nations-led men's support group. The team provided over 3,440 referrals to link community members with formal and informal supports.

North West Community Hub continued to grow its Open House services and expand its capacity-building programs. The centre welcomed a counsellor to provide free weekly support in addition to hosting regular visiting services such as QSTARS, Lawright, Thread Together, Hearing Australia and a hairdresser. A community survey and team skills audit led to the implementation of a new peer-led support program. The No Interest Loans program was expanded to provide financial assistance in addition to the emergency relief triaging system. The centre facilitated social connection through several community events

including the 2023 Christmas Market, which provided food hampers to over 300 families.

The Exchange, our neighbourhood centre based in Kelvin Grove, continued to generate excellent outcomes for culturally and linguistically diverse (CALD) students and migrant families. English classes at the Exchange supported between 90 to 130 people every week to learn and practice English in a relaxed, conversational setting, and the Homework Club provided tutoring support to over 30 CALD school students weekly. The community lunches and dinners run in partnership with Village Mosaix provided meals to 500 people on average each week during school term time. The Exchange and North West Community Hub collectively provided over 26,000 episodes of formal and informal support for community members across the 2023-2024 financial year.

Acacia Ridge Community Centre significantly expanded its range of services and programs this year to provide opportunities for community engagement and education. The centre offered 156 instances of social inclusion through English Language and Citizenship classes, art classes, free monthly community lunches and several community events. These were collectively attended over 2,430 times across the year. The centre gained a grant from the Scanlon Foundation to recruit volunteers and develop resources for the Citizenship program; this supported a record 67 students to prepare for the Australian Citizenship Test. Nineteen volunteers and seven students assisted the team with operating the Food Co-Op service. The Acacia Ridge Christmas Hamper Day provided food relief and Christmas gifts to over 100 families and 423 individuals in financial hardship.

## SPER DEBT REDUCTION

Community became a State Penalties Enforcement Register (SPER) Hardship Partner in February 2020.

The State Penalties Enforcement Register (SPER) Workplace Development Order (WDO) program offers people experiencing hardship the opportunity to reduce or clear SPER debts through voluntary work or education. This program supports participants to address their financial obligations while fostering personal and professional development.

As a SPER Hardship Partner, Community is approved to deliver support and activities through the WDO program across the following areas:

- drug and alcohol treatment
- educational, vocational or life skills courses
- financial or other counselling
- medical and mental health treatment
- unpaid work.

When individuals incur fines as a result of domestic and family violence, we can refer them to a specialised team to have those fines withdrawn.

In the 2023-2024 financial year, Community supported SPER participants to erase \$189,110 in SPER debt. Since February 2020, the total SPER debt we have erased through the WDO program amounts to \$485,000.

## JEAYS ST COMMUNITY CENTRE

In July 2023, Community undertook ongoing management of Jeays St Community Centre in Bowen Hills.

Previously managed by Australian Red Cross, the centre had long been established in the area as a supportive hub offering a wide array of visiting services and volunteer-led programs to the diverse local community.

Jeays St Community Centre continues to be operated entirely by volunteers and without neighbourhood centre funding. Despite this, the team successfully expanded visiting services provided

through partnerships with Valley Hearts, Brisbane Housing Company, Drug Arm and Mental Health Clinic. A volunteer-led free weekly art class was also established at the centre. Community now supports an additional 150 people every week with services and programs at Jeays St Community Centre.

## SKILLING QUEENSLANDERS FOR THE FUTURE

In January 2024, Community was awarded funding to deliver eight community-based training programs across the 2024 calendar year through the Queensland Government's Skilling Queenslanders for Work initiative.

The eight training courses provide skills development and employment opportunities for participants in various occupational fields, including conservation, construction, aged and disability support, pathology and laboratory work, and hospitality.

As at 30 June 2024, KPIs for four of the eight courses had been reached and exceeded. Two programs achieved 100% participant completion, and post-completion employment rates for all four courses ranged from 65%-90%, which was significantly higher than the target rate of 55%.





# OUR VENUES

## REOPENING OF THE NEWMARKET

In June 2024, after undergoing months of renovations, The Newmarket was reopened to the public. Formerly the Newmarket Bowls Club, the historic venue was severely damaged during the 2022 Brisbane floods. Extensive repairs and renovations were required to restore the facility for community use. Funding from Brisbane City Council and the Queensland Government in 2023 made this possible.

The newly-built accessible bathrooms and improved ramp access complement the existing lift to make the venue fully accessible. Further installations, such as air-conditioned office space, meeting rooms and a downstairs kitchenette, in addition to the top floor industrial kitchen, have transformed The Newmarket into a premium space for training workshops, group programs, events and functions.

**SPACES AVAILABLE TO HIRE** 20

### NEW VENUE HIRER REGISTRATIONS

FY23/24 297

FY22/23 258

### NUMBER OF BOOKINGS

FY23/24 13,026

FY22/23 11,562

### TOTAL HOURS BOOKED

FY23/24 35,821

FY22/23 31,724

## CLEAN, SAFE SPACES FOR OUR COMMUNITY

As part of our drive for continuous improvement across our organisation, we are committed to providing clean, environmentally conscious spaces for our community to enjoy. This year we expanded our partnership with Containers for Change to install collection bins at many venues managed by Community. This will make it easier to recycle at our venues, with all proceeds from collections going to Community to support our work.

# EMPOWERING VOLUNTEERS



We were heartened to see the continued growth in volunteer activity this year, despite the challenges presented by the cost-of-living crisis.

While their time and capacity to volunteer was often reduced by the current economic landscape, our volunteers nevertheless reported that the value and rewards gained through volunteering bring unique meaning to their lives.

Community was supported by 240 volunteers this year across our five neighbourhood centres, various programs and services, events, and special volunteer projects. Volunteer retention has strengthened in the last 12 months, with 70% of respondents to our annual Volunteer Week Survey reporting that they have volunteered with Community for over two years. Volunteers also benefited from the introduction of the helpers program, which provides inclusive volunteering opportunities for those who are empowered by receiving one-on-one support in their volunteering roles.





# OUR PEOPLE



The pressures of the cost-of-living crisis have not only affected the people we serve; it has also had a marked impact within our workforce.

This year, workplace stress has become a more prevalent issue affecting our workforce, with more staff members experiencing burnout as the community demand for services continues to grow.

To combat elevated levels of employee stress, we focused on reinforcing psychological safety, trust and curiosity within our organisational culture. We supported our leadership staff with wellbeing initiatives and team-building strategies to foster stronger team cohesion and improved performance. Beyond providing managers with mental health support of their own, these initiatives have equipped managers to address employees' needs by providing training in areas such as coaching, trauma-informed practice and mental health first aid.

Despite these challenges, this year we celebrated the longevity of many senior staff members who reached significant milestones of service to Community. In addition to the celebration of our CEO Karen Dare's 30 years of service, of our total of 325 employees, 25 have worked for Community for six to ten years consecutively. Five staff members reached a tenure of 11 to 15 years, with an additional three achieving 16-20 years of service.

According to our staff satisfaction survey, our long-serving staff attribute their devotion to our organisational culture, productivity levels and trust in leadership which enhances employee confidence in the future direction of Community. Staff reported that they feel an affinity with the values embedded in the organisation, which creates a sense of belonging and purpose. These factors have been common incentives contributing to staff retention, and by developing our staff training and wellbeing programs, we will ensure we continue to recruit and retain talent in our workforce.

## HANDS ON PROJECTS

Our volunteer-led projects, delivered through the Hands On Projects program, continued to support and enrich communities across Brisbane and beyond. Our Queensland Child Protection Week project delivered 200 craft kits to schools across Queensland and the Torres Strait Islands, with an additional 18 in-person children's craft workshops delivered in Brisbane. The 2024 edition of The Debate, our Politics in the Pub fundraising event held annually during Brisbane Comedy Festival, was the most successful one yet. The event attracted 300 attendees and generated over \$7,000 in ticket sales.

Community Canteen successfully obtained funding to purchase a new commercial oven and blast chiller at The Newmarket kitchen, where meals are prepared using ingredients provided by Second Bite and funds donated from Community. Meals are distributed to domestic violence shelters and through other community support services.

We were pleased to receive grants from Brisbane City Council and the Gambling Community Benefit Fund to develop and maintain our Green Corner community garden located in Ashgrove. Additionally, support from Zoom Garden and ongoing fundraising activities has enabled volunteers at Chapel Hill Community Garden to grow an excess of fresh produce to donate to The Pantry.

Our partnership with Community Canteen has flourished, having provided over 1,000 meals in a month to vulnerable families at its peak this year.



# CONNECTING THROUGH COMMUNICATIONS

Our marketing and communications function expanded this year to connect more community members with services, programs and events.

The team has significantly boosted digital media activity, maintaining a monthly average of over 24,200 views and 9,000 active users on the Community website. After completing a social media audit in December 2023, the team rolled out more targeted content strategies which resulted in an increase in reach of up to 200% on social media channels.

After Community's communications committee led a stakeholder mapping workshop in August 2023, the communications and marketing team engaged Emma Andrews of Eva Communications as a consultant to co-design a formal stakeholder engagement framework. This document governs Community's communications and engagement strategies for working with stakeholders in major service delivery projects and was formally approved in November 2023.

The communications and marketing team collaborated with our mental health program team leaders and Dr Jenny Gilmore in the co-design of the Community Clinical Guidelines for Community-Based Mental Health Practice. The team created bespoke hero artwork and provided the full design for the 60-page document, which was launched in August 2024.

The team also developed a new brand and style guide in September 2023. The document showcases the evolution of the Community brand and conveys the growing diversity of our work.

The addition of a new part-time marketing assistant role enabled the team to begin its long-awaited website development project in January 2024. The team engaged Toowong-based design agency Excite Media to design and build the new website. The project began in March 2024. The website is in its final stages of development with a launch planned for January 2025.



# EFFICIENT OPERATIONS, EFFECTIVE SERVICE DELIVERY



## This year, three core objectives guided our information systems strategy:

- Decommissioning on-premises servers,
- Replacing legacy applications with Software as a Service (SaaS) and API-friendly systems, and
- Advancing system integration through APIs and our data warehouse.

### Client Management System Upgrade

In July 2023, we initiated the transition from Procura to AlayaCare as part of the Client Management System (CMS) upgrade project. With Procura scheduled for decommissioning by 2025, completing this transition efficiently and seamlessly became a top operational priority.

To support the extensive project workload, we expanded our IT team with specialised professionals. The project team worked diligently to:

- Migrate all data to the new system
- Implement API integrations between AlayaCare and other data systems.

By June 2024, the new AlayaCare CMS was successfully rolled out across the organization, delivering enhanced functionality and interoperability.

### Enhancing Systems and Platforms

This year, we made significant advancements across our key platforms:

- Learning Management System (LMS): We expanded "Educate" and integrated it with our HR system to enhance training and compliance capabilities.
- Company Intranet: Built on Microsoft SharePoint 365, "Communicate" was further developed to support our growing workforce and evolving internal communication needs.

### Operational Support and Achievements

Despite managing multiple large-scale projects, the IT team maintained exceptional levels of business-as-usual (BAU) support. Over the past year:

- We supported over 300 employees, as well as many volunteers and students.
- The team closed over 2,700 Help Desk tickets, achieving record levels of service delivery.

# QUALITY STATEMENT

## Communify continues to maintain the following standards:

- Human Services Quality Standards (HSQS)
- National Disability Insurance Scheme (NDIS) Approved Provider Registration and Accreditation against the NDIS Practice Standards
- Approved as a Provider under the Aged Care Act 1997 and Accreditation against the Aged Care Quality Standards
- National Regulatory System for Community Housing
- Childcare Service overall rating "Meeting National Quality Standard".

Communify operates under a robust Quality Management System, which is based on the principles of the ISO 9001:2015 standard.

The system ensures that we have the policies and procedures in place to deliver high quality services, improve our clients' quality of life, reduce errors, increase efficiency, and maintain our regulatory compliance.



# OUR BOARD

## **ZEA JOHNSTON – CHAIRPERSON** – BOARD MEMBER SINCE 2021

M Admin, Grad Dip Ed, BA, Executive Fellow ANZSOG

Our Chairperson Zea is the Managing Director of Sagacity Consulting and has over two decades of experience as a management consultant in senior and chief executive positions in the public and private sectors. Her expertise ranges from early childhood education and care to corporate strategy, strategic policy and education futures, training and skills policy, strategic research, legislation services and regulation.

## **AMITA LAROIYA** – BOARD MEMBER SINCE 2020

B Laws/B Justice Studies, Grad Dip Legal Practice, Grad Dip Applied Corporate Governance

Amita is a lawyer with more than 15 years of experience specialising in corporate and commercial law, in both private practice and in-house roles across a range of industries in Queensland. She is currently a Senior Lawyer at WorkCover Queensland, where she is responsible for providing strategic, astute legal advice to the various business units within the organisation.

## **PETER TRAN** – BOARD MEMBER SINCE 2014

B Business (Accounting)/B Laws, CA – Chartered Accountant

Our veteran member of the Community Board of Directors, Peter has over 20 years of experience in professional accounting. He has specialist financial skills and knowledge across a broad spectrum of tax and advisory matters.

## **CHRIS BANKS** – BOARD MEMBER SINCE 2020

BCom, BEcon, CA, MAppFin

Chris is the CFO of ASX-listed company Healthia Limited and possesses over 15 years of professional experience in accounting, finance, acquisitions and strategy. Prior to Healthia, Chris gained broad commercial and financial experience through working for several leading professional and financial services organisations, including Bank of Queensland, KPMG and Ernst and Young.

## **CHRIS ELDRIDGE** – BOARD MEMBER SINCE 2022

B.E (Hons), MBA, GAICD

Chris has worked in technology for almost 30 years across delivery, technology management, product management and sales. This led him to become a founder of 4impact, a technology services business in 2005. 4impact now serves customers across the eastern seaboard of Australia and in New Zealand and Papua New Guinea and employs people in four countries.

## **DAI GWYNNE-JONES** – BOARD MEMBER SINCE 2020

BSc (Hons)

Dai owns Portfolio Creative Services Group and is a communications director with 30 years of experience across significant international brands. His expertise lies in strategy and growth. He is an active contributor to the community as board member for the committee for Brisbane. He also leads Community's communications committee.

## **KERRIE EVANS** – BOARD MEMBER SINCE 2022

BAppSc(Phty), MHealthSc(ManipPhty), PhD, GAICD

Kerrie is a specialist musculoskeletal physiotherapist and has worked both as a clinician and in academia for more than 20 years. She is the Chief Group Education and Research Officer for Healthia Limited. Her role at Healthia includes assessing, developing and embedding effective clinical governance across the organisation. She is also a senior research fellow at The University of Sydney.

# OUR COMMITTEES

## **STRATEGIC DEVELOPMENT ADVISORY COMMITTEE**

This committee provides the board with oversight and review of funding opportunities, new business and service models, and our strategic development framework.

- David Cant
- Lizz Bott
- Chris Eldridge

## **FINANCE, AUDIT & RISK COMMITTEE**

This committee supports the board with the oversight and review of financial reporting, risk management, internal controls, performance and compliance.

- Zea Johnston
- Peter Tran
- Chris Banks
- Amita Laroia
- Kerrie Evans

## **INVESTMENT COMMITTEE**

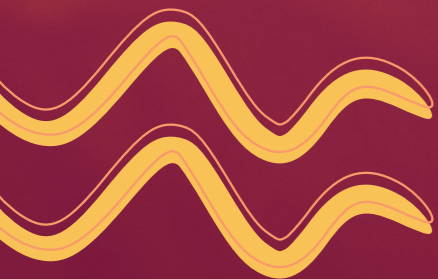
This committee monitors performance and provides advice and guidance to the board on Community's investments.

- Chris Banks
- Amita Laroia
- Nick Morrison

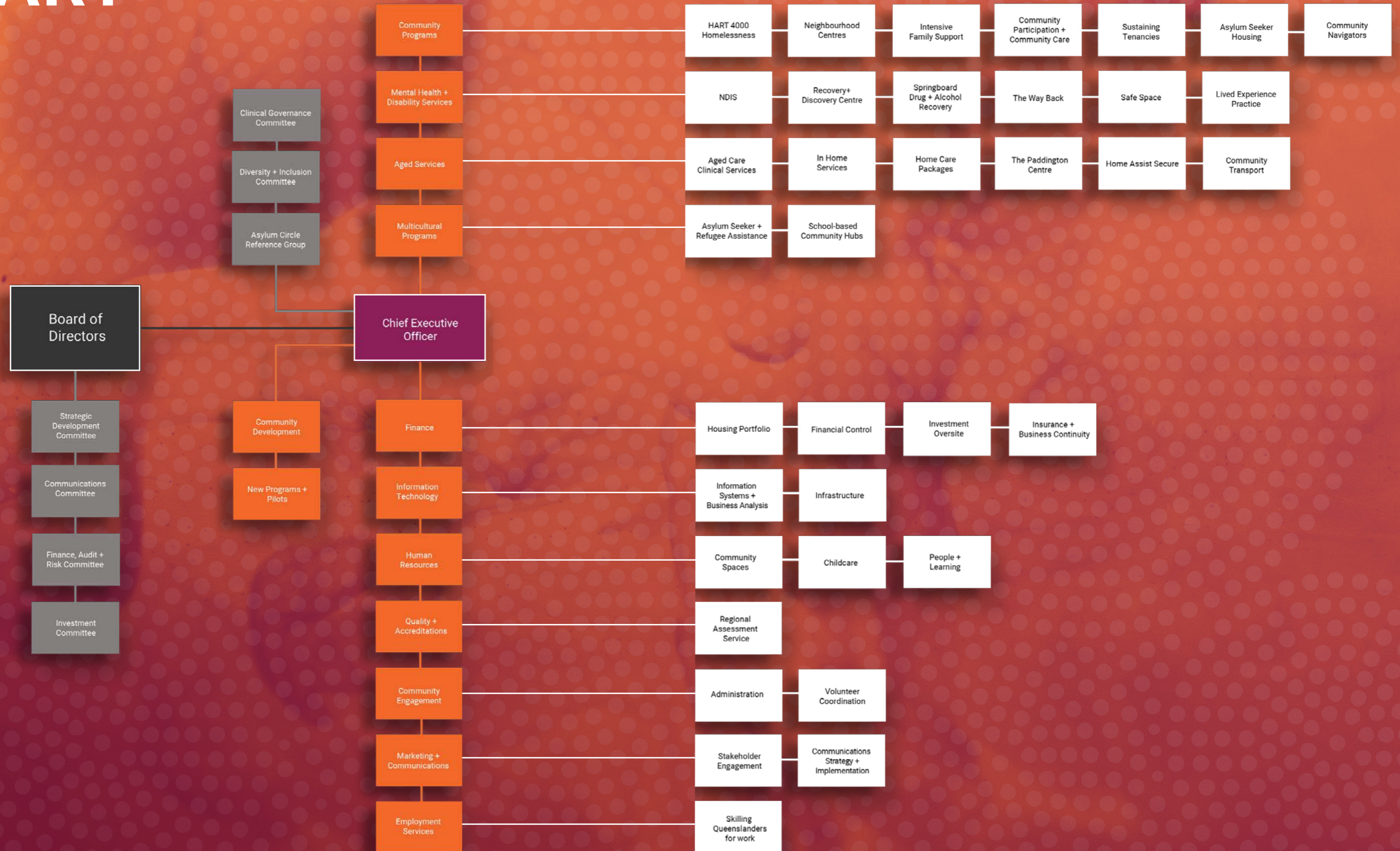
## **COMMUNICATIONS COMMITTEE**

This committee assists the board with developing and delivering a communications strategy, including branding, digital presence and key marketing activities.

- Dai Gwynne-Jones (Convenor)
- Emma Andrews
- Kathleen Casford



# ORGANISATIONAL CHART



2023-2024

# FINANCIAL PERFORMANCE

Over the past year, Community embarked on a finance transformation project, marked by the appointment of a new CFO, Allana Kelly, in June 2023. We extend our gratitude to our long-serving CFO, Kim Sommerfeld, who retired in September 2023 after years of dedicated service to Community.

The finance transformation project, commencing in financial year 23/24 and due to be completed in 24/25, will result in the implementation of a scalable financial management platform, serving the unique needs of Community's diverse range of services, whilst providing robust integration capability to operational systems such as Payroll, Client Management, and HR, positioning the organization for future growth.

Additionally, the new financial management platform will streamline critical processes to enhance efficiencies as well as establish centralised, automated controls and governance mechanisms.

The finance team processed a remarkable 14,668 accounts payable transactions—an increase of 24% over 2022-23, nearly doubling the volume of 2021-22. Increased client services led to a rise in staff, resulting in 6,934 payroll transactions, a 14% increase from the previous year.

Community's primary income source remains contracts with state and federal government agencies, essential for supporting the local community. Additional support comes from generous donations, philanthropy, and the Patrons of New Farm.

Community also continues its commitment to affordable social housing, maintaining units in Red Hill, apartments in Lutwyche, and a complex in Bardon.

## FINANCIAL PERFORMANCE MONITORING

Community monitors financial performance through robust management reporting, performance scorecards, KPIs, and benchmarking, focusing on:

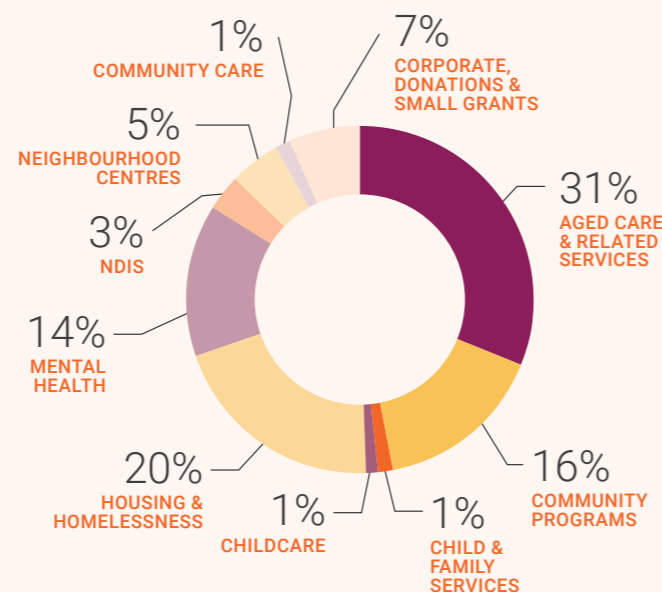
- Outcome measures for service delivery
- Actual versus budgeted performance to ensure alignment with financial goals
- Cost-effectiveness across all services
- Administration and indirect support costs to ensure sustainable operations
- Financial Performance Highlights

## REVENUE AND GROWTH

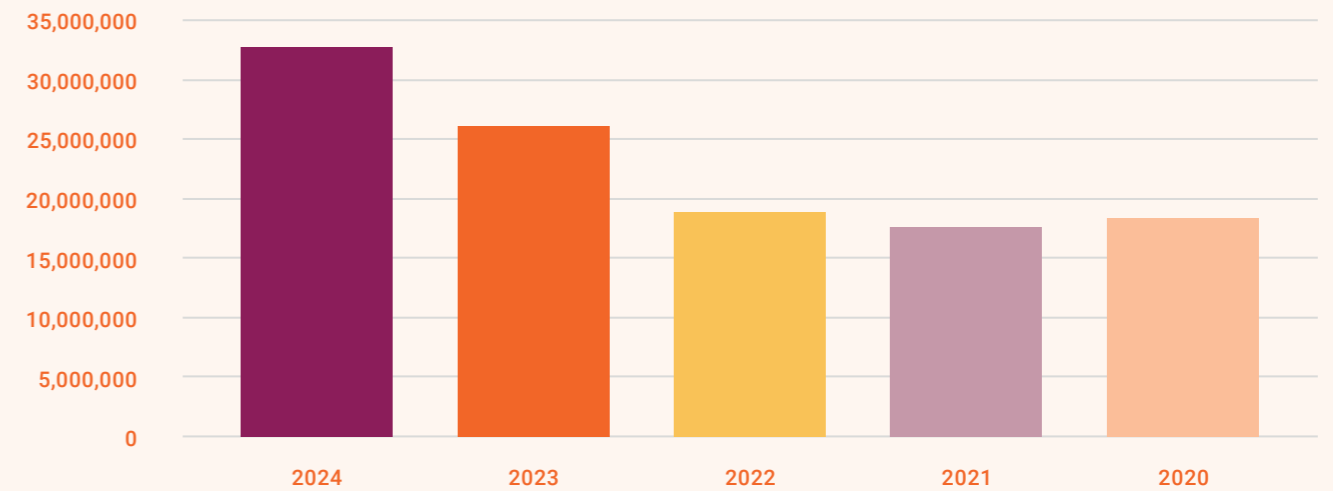
Community's total revenue reached \$32.7 million, a 25% increase (\$6.6 million) over the previous year. This growth reflects expanded funding across existing programs, including:

- \$3.2 million for Housing and Homelessness
- \$1.6 million for Aged Care and related services
- \$500,000 for Mental Health programs

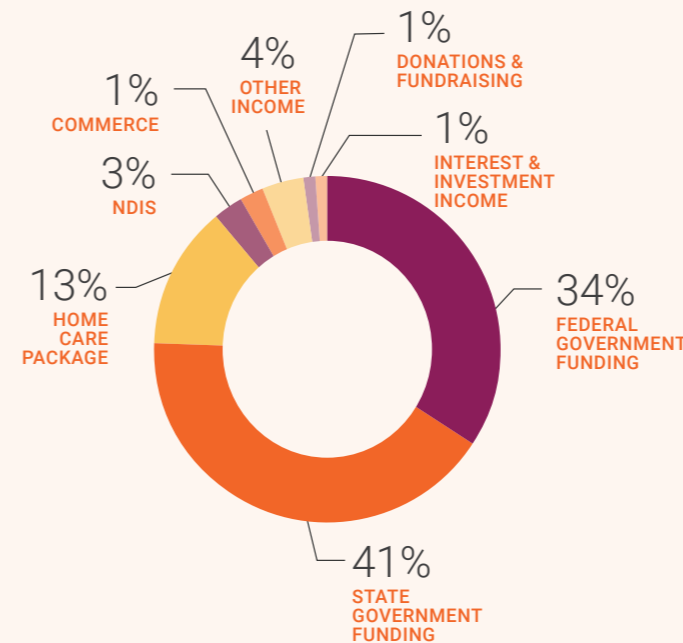
## FUNDING BY PROGRAM



## GROWTH IN FUNDING SINCE 2020

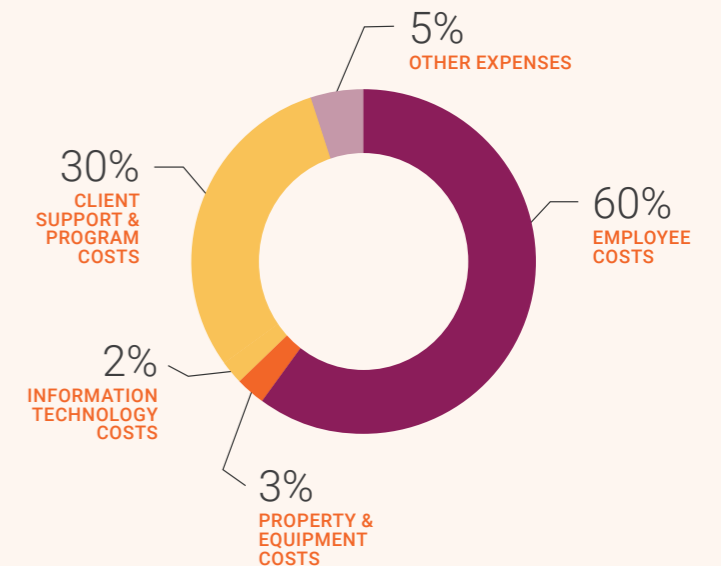


## FUNDING SOURCES



## EXPENSES

Total expenses were \$31.8 million, with staff and service costs comprising 90% of the total. This reflects Community's dedication to quality service delivery and supporting its mission.



## FINANCIAL POSITION

Relative to prior financial year:

- Total Assets increased by \$2.1m to \$19.2 million driven by increases in financial assets and property, plant and equipment.
- Total Liabilities increased by \$2.4m to \$5.6m largely due to increases in Contract Liabilities with funding received in FY23/24 deferred to FY24/25 to align with program service delivery.
- Net Assets were stable at \$13.5 million in FY23/24.

This report reflects Community's commitment to growth, service quality, and financial sustainability, ensuring that resources are used efficiently to serve the community effectively.

# COMMUNIFY CHAMPIONS

## FUNDERS

### AUSTRALIAN FEDERAL GOVERNMENT

- ↘ Brisbane North Primary Health Network
- ↘ Brisbane South Primary Health Network
- ↘ Department of Social Services
- ↘ Department of Health
- ↘ National Disability Insurance Agency

### QUEENSLAND GOVERNMENT

- ↘ Department of Housing
- ↘ Department of Child Safety, Seniors and Disability Services
- ↘ Department of Youth Justice, Employment, Small Business and Training
- ↘ Department of Resources
- ↘ Queensland Health
- ↘ Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts

### OTHER FUNDERS

- ↘ Brisbane City Council
- ↘ Community Hubs Australia
- ↘ Council of the Aging (COTA)
- ↘ Indooroopilly Shopping Centre
- ↘ Queensland Mental Health Commission
- ↘ Queensland Airport Foundation
- ↘ RACQ Foundation
- ↘ Scanlon Foundation
- ↘ Lord Mayor's Charitable Trust

### SUB-CONTRACT AGREEMENTS

- ↘ Red Cross
- ↘ World Wellness Group
- ↘ Refugee and Immigration Legal Service
- ↘ Uniting Church Indooroopilly
- ↘ Multicultural Australia
- ↘ Brisbane Youth Service

- ↘ Institute for Urban Indigenous Health
- ↘ ACT For Kids
- ↘ Micah Projects
- ↘ Eating Disorders Queensland

## DONORS & CHAMPIONS

- ↘ Individual donors through GiveNow
- ↘ ADA Australia
- ↘ AMP Capital
- ↘ Australian Labor Party – Baroona Branch
- ↘ Baby Give Back
- ↘ Bardon Bowls Club
- ↘ Bardon State School
- ↘ Big River Group
- ↘ Bolton Clarke
- ↘ Brisbane North Primary Health Network
- ↘ Bunnings Acacia Ridge
- ↘ Bunnings Indooroopilly
- ↘ Bunnings Keperra
- ↘ Bunnings Newstead
- ↘ Coles Newmarket
- ↘ Commonwealth Bank
- ↘ Cr Angela Owen
- ↘ Cr Clare Jenkinson
- ↘ Cr Steve Griffiths
- ↘ Cr Vicki Howard
- ↘ Chill Backpackers
- ↘ DG Building Concepts
- ↘ Dr. Kate Murray – School of Psychology & Counselling, Faculty of Health, QUT
- ↘ Dreamtime Aroha
- ↘ Foodbank
- ↘ Grace Grace MP

- ↘ GIVIT
- ↘ Good 360
- ↘ Graham Perrett MP
- ↘ Grill'd Local Matters Program
- ↘ Howard Smith Wharves
- ↘ Hon Leeanne Enoch
- ↘ Hon Mark Bailey
- ↘ Indooroopilly Uniting Church
- ↘ Leading Age Services Australia
- ↘ Lions Club Bardon
- ↘ Lions Club The Gap
- ↘ Lucas Paw Paw
- ↘ McGrath & Frisby
- ↘ Meat at Billy's
- ↘ Merlo
- ↘ Merthyr Bowls Club
- ↘ Midas Ashgrove
- ↘ Mitchelton State School
- ↘ Michael Berkman MP
- ↘ Mt Coot-tha Greens
- ↘ Mums for Refugees
- ↘ Nappy Collective
- ↘ New Farm Bowls Club
- ↘ Order of St Lazarus
- ↘ Paddington Hardware
- ↘ Patrons of New Farm
- ↘ RACQ Local Sponsorship
- ↘ Rainworth State School
- ↘ Ray White The Gap
- ↘ Rotary Club Fortitude Valley
- ↘ Rotary Club Ithaca
- ↘ Rotary Club New Farm
- ↘ Rotary Club Paddington
- ↘ Royal Scottish Country Dance Society
- ↘ Salisbury Community Bookshop
- ↘ Scomodo Voce Singers
- ↘ Share The Dignity
- ↘ Siganto Family Foundation
- ↘ Sisters of Mercy
- ↘ St Vincents Hospital
- ↘ Stephen Bates MP
- ↘ Streetsmart Australia
- ↘ TAFE Queensland Acacia Ridge campus
- ↘ Teneriffe Lions
- ↘ Terry White Chemmart Acacia Ridge
- ↘ The Bardon Bakehouse
- ↘ The Cove Workspace

- ↘ The Gap Laughter Club
- ↘ The Gap Ward Office
- ↘ The Munro Centre
- ↘ Uniforms 4 Kids
- ↘ Westside Community Services
- ↘ World Wellness Group

## OUR PARTNERS

- ↘ 3rd Space
- ↘ ACT For Kids
- ↘ ADIS Queensland
- ↘ All About Living
- ↘ Anglicare
- ↘ Ashgrove/The Gap Lions Club
- ↘ ATSICHS
- ↘ Australian Taxation Office
- ↘ BallyCara
- ↘ BOSS Boxing
- ↘ BRIC Housing
- ↘ Brisbane Domestic Violence Service
- ↘ Brisbane Housing Company
- ↘ Brisbane Powerhouse
- ↘ Brisbane Youth Service
- ↘ Briswest Connect Network
- ↘ Burnie Brae
- ↘ Carers Queensland
- ↘ Co.As.It
- ↘ COTA QLD
- ↘ Centacare
- ↘ Community Canteen
- ↘ Community Hubs Australia
- ↘ DV Connect
- ↘ Eating Disorders Queensland
- ↘ ECCQ
- ↘ Encircle
- ↘ Essential Optical Care
- ↘ Fleur St Social Exchange
- ↘ Foodbank QLD
- ↘ Footprints
- ↘ GIVIT
- ↘ GOC Care
- ↘ Good Shepard Australia & New Zealand
- ↘ HeadSpace Indooroopilly

- ✚ INCH
- ✚ Institute of Urban Indigenous Health
- ✚ Ithaca Pool
- ✚ Jonty Bush MP
- ✚ Jubilee Community Care
- ✚ Kyabra Community Association
- ✚ Lang Park PCYC
- ✚ LawRight
- ✚ Mangrove Housing
- ✚ Meals on Wheels Stafford
- ✚ Metro North Hospital and Health Service
- ✚ Micah Projects
- ✚ Minola Theatre
- ✚ Mission Australia
- ✚ Multicultural Australia
- ✚ OzHarvest
- ✚ QStars
- ✚ QPASTT
- ✚ Queensland Council for LGBTI Health
- ✚ Queensland Musuem
- ✚ Queensland Performing Arts Centre
- ✚ Queensland Positive People
- ✚ Queensland Shakespeare Ensemble
- ✚ Queenslanders with Disability Network
- ✚ RAILS
- ✚ Red Cross
- ✚ RSPCA
- ✚ SecondBite
- ✚ Services Australia
- ✚ Silky Oaks
- ✚ Strong Women Talking
- ✚ Suncorp Stadium
- ✚ The MARA Project
- ✚ The Murri School
- ✚ The Village Church
- ✚ Thread Together
- ✚ Turbot House
- ✚ Valley Hearts
- ✚ Valleys Cricket Club
- ✚ Wesley Mission
- ✚ World Wellness Group
- ✚ Zillmere Family Accommodation Program

## MATES

- ✚ 3rd Space
- ✚ ACT For Kids
- ✚ ADA
- ✚ AlayaCare
- ✚ Alcohol and Other Drug Homeless Outreach Team
- ✚ Ashgrove Library
- ✚ Ashgrove West Uniting Church
- ✚ Bald Hills Uniting Church
- ✚ BRIC Housing
- ✚ Brisbane Disaster Resilience Working Group
- ✚ Brisbane Housing Company
- ✚ Coles New Farm
- ✚ ConnX
- ✚ Cuisine on Cue
- ✚ Dominoes New Farm
- ✚ Dr Nancy Sturman
- ✚ Edwina Kempe
- ✚ Foodbank
- ✚ Fortitude Valley Chamber of Commerce
- ✚ Give Industries
- ✚ Going for a Song Choir
- ✚ Good Samaritans
- ✚ Griffith University
- ✚ Harmony Place
- ✚ Headspace Indooroopilly
- ✚ Helen Cowley, physiotherapist
- ✚ Hilder Road State School
- ✚ Holy Spirit School
- ✚ Home In Place
- ✚ Homeless Health Outreach Team
- ✚ Hospital Alcohol & Drug Service, Royal Brisbane & Women's Hospital
- ✚ INCH
- ✚ Indooroopilly Uniting Church
- ✚ Ithaca State School
- ✚ Jaslyn Dugmore Nutrition
- ✚ Jeays Street Centre
- ✚ Jody's Café New Farm
- ✚ Keperra Sanctuary
- ✚ Kombi Clinic
- ✚ Langri Tangpa Buddhist Centre
- ✚ LawRight
- ✚ Melaleuca Clinic
- ✚ Men's Shed Spring Hill
- ✚ Micah Projects
- ✚ Miche Bakery

- ✚ Mission Australia
- ✚ Mt Coot-tha Botanical Gardens
- ✚ MurriWatch
- ✚ Nappy Collective
- ✚ New Farm Bowls Club
- ✚ Ozcare
- ✚ Play Matters
- ✚ Papas Hair New Farm
- ✚ PPP Parenting
- ✚ Portfolio Creative Services Group
- ✚ Probus Club Paddington
- ✚ Pure Joy Baking Co
- ✚ QCOSS
- ✚ Queensland Alliance for Mental Health
- ✚ Queensland Council for LGBTI Health
- ✚ Queensland Performing Arts Centre
- ✚ Queensland Shakespeare Ensemble
- ✚ Queensland University of Technology
- ✚ Ray White New Farm
- ✚ Refugee & Immigration Legal Service
- ✚ Rehoming with TLC
- ✚ Rotary New Farm
- ✚ Salvation Army
- ✚ Sassafras Café
- ✚ SSI Community Hubs Support Coordinator
- ✚ St Vincent de Paul Society
- ✚ Teneriffe Lions
- ✚ The Access Group
- ✚ The Bakeologists
- ✚ The Cove Workspace
- ✚ Thread Together
- ✚ Toowong Private Hospital
- ✚ Village Voice
- ✚ World Wellness Group

## MEMBERSHIP & PEAK BODIES

- ✚ Brisbane North Primary Health Network
- ✚ CSIA
- ✚ Jobs Australia
- ✚ LASA QLD
- ✚ Mental Health Association
- ✚ Multicultural Response to Sexual Violence Working Group, auspiced by BRISSC
- ✚ Neighbourhood Centres Queensland
- ✚ QCOSS
- ✚ QLD Community Alliance
- ✚ QNADA
- ✚ Queensland Shelter
- ✚ Reclink
- ✚ Refugee Council of Australia
- ✚ Suicide Prevention Australia
- ✚ The Resilient Clubs Support Program
- ✚ Thriving Kids Integrated Service Systems Collaborative
- ✚ Volunteering Queensland





## Communify Queensland Pty Ltd

ABN 65 114 782 948

180 Jubilee Terrace Bardon Q 4065

P 07 3510 2700

F 07 3366 7845

E [admin@communify.org.au](mailto:admin@communify.org.au)

[communify.org.au](http://communify.org.au)

## OUR FUNDERS

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*Dedicated to a better Brisbane*

**phn**  
BRISBANE NORTH

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