



Community  
Resource  
Unit

*Expanding Ideas; Creating Change*

# Annual Report

**2012/2013**

**Community Resource Unit Inc**

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## **Overview of the Organisation**

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### **The Association**

The origins of Community Resource Unit (CRU) lie in a 1987 initiative of Queensland families, professionals and people with disabilities who recognised that legislative change was insufficient to support authentic change for people with disabilities and their families. CRU was developed to support grassroots change in Queensland. CRU has 139 members who include people with disabilities, families, and workers from the disability field. CRU is an Incorporated Association, it was incorporated on the 20<sup>th</sup> of October 1988.

### **Purpose**

CRU exists to support the development of leadership and authentic change that enhances the possibilities for people with disabilities to belong to, and participate in, community life. It aims to:

- Challenge ideas and practices that limit the lives of people with disabilities; and
- Inspire and encourage individuals and organisations to pursue better lives for people with disabilities.

### **CRU's Objectives**

The main objectives of CRU include:

- Working towards intended, positive change by identifying issues of strategic significance and by exploring and demonstrating new possibilities;
- Challenging, encouraging and contributing to the growth and development of people who are involved in change efforts by offering a range of educational and developmental opportunities, and leadership opportunities;
- Developing and safeguarding those elements that contribute to quality services by supporting the work of community agencies that are striving to be responsive to the needs of people with disabilities and their families;
- Drawing attention to key challenges in the disability field and providing information about them;
- Operating a viable and accountable organisation that reflects, in its operation, the values and beliefs underpinning its Mission.

### **Management of CRU**

The direction and management of Community Resource Unit is vested in the Committee of Management that is elected annually. The implementation of CRU programs is the responsibility of the Director and the staff team.

**CRU COMMITTEE 2012/2013**

|                            |                                |
|----------------------------|--------------------------------|
| <b>President -</b>         | Matt Stone                     |
| <b>Secretary -</b>         | Mike Duggan                    |
| <b>Treasurer -</b>         | Sherryn West                   |
| <b>Committee Members -</b> | Richard Warner<br>Sharon Daley |

**STEWARDSHIP GROUP 2012/2013**

Tony Swords  
Bob Lee  
Anita Speed  
Madonna Nicol  
Melisa Ryan  
Jane Hudson

**CRU STAFF 2012/2013**

|                                  |                           |
|----------------------------------|---------------------------|
| <b>Director -</b>                | Margaret Rodgers          |
| <b>Senior Consultant -</b>       | Lisa Bridle               |
| <b>Consultant -</b>              | Suellen Welch             |
| <b>Information Consultant -</b>  | Hugh Rose-Miller          |
| <b>Finance Officer -</b>         | Bill Kyle                 |
| <b>Administration Officers -</b> | Bobby Noone<br>Kim Jensen |
| <b>Administration Support -</b>  | Kathleen Fleming          |

## **President's Report**

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The Management Committee of CRU meets ten times per year. Our meetings flow according to standing agenda items that include: the applications of New members & subscribers; Correspondence inwards and outwards; Quality Systems issues; General business; and Reports from the Director and Treasurer. Many issues are brought to the committee via this agenda and it has been a great pleasure to work with a group of people determined to grapple with these issues and to consider them in light of what is best for CRU and our constituents. This past year the committee has been comprised of people with a disability, family members and service workers, with some people wearing more than one hat. I extend my sincere thanks to Mike Duggan, Richard Warner, Sherryn West and Sharon Daley for their contribution to the effective governance and management of CRU this past year.

The development of members of the Management Committee is critical if we are to ensure a broad skills base is matched to our management needs. In addition to this we also need committee members to maintain a solid understanding of the current issues, trends and practices that impact the lives of people with a disability, their families, friends and allies and others who support them. We also need a committee that embodies a sound knowledge of CRU's history, mission and vision, including Social Role Valorisation and the Community Living Movement. A policy to articulate this investment both Committee and Stewardship members is currently in development and we hope to ratify this in early 2014. Our induction procedure for new committee members is also under review. In the meantime, members of the Management Committee have attended and participated in events hosted by CRU and other bodies throughout the year. Our involvement in these events assists us in our decision making and analysis of issues. Budget breakfasts, NDIS forums, conferences, workshops and conversations are some of the events we have been part of.

As announced at last years' AGM, the Management Committee established the Stewardship Group for a 1 year trial period. The Stewardship Group met first in January 2013 and again in June. The final meeting for this year has now been held and the incoming committee will conduct a review of this trial in the near future. Our conversations at these meetings have been robust and thought-provoking. The input from the Stewardship Group has been considered by the Management Committee during the year and will feed into our next Strategic Plan currently being formulated. My thanks go to Melisa Ryan, Anita Speed, Madonna Nicol, Bob Lee, Tony Swords and Jane Hudson. Thank you for taking part in this new initiative, sharing your insights and ideas and for giving up your valuable time to assist CRU. In establishing the Stewardship Group, CRU recognised that many members and/or leaders, whilst interested, supportive and committed to the work of CRU, did not have capacity to serve on a committee.

The Stewardship Group enabled CRU to bring together a larger group of those leaders, on a less frequent basis, to contribute to CRU in the following areas:

- Safeguard the Vision but not set the Vision
- Safeguard the thinking of CRU (E.g. responses to education and information)
- Contribute to the analysis of sector developments & issues – local, state and federal
- Contribute to “Big Picture/Blue Sky” thinking and the identification/choice of “Battle Clouds”
- Provide strategic advice and thereby assist CRU to stay relevant and ‘in front of the game’

I would now like to draw your attention to some other key events and issues from the past year:

#### **July 2012**

- Ratified the 2012 – 2103 budget. The budget did forecast a deficit to represent the injection of retained earnings to fund the fulltime position of Information Consultant.
- Participated in an SRV rejuvenation day with members of Values in Action and facilitated by Lynda Shevaller and Darcy Elks

#### **August 2012**

- Signed another 3-year Service Agreement with the Department of Communities, Disability Services.

#### **September 2012**

- With some uncertainty surrounding funding, we commenced contingency planning should our budget be impacted. Of particular concern were ensuring funds remained available for payment of all staff entitlements and honouring our lease arrangement.

#### **October 2012**

- Endorsed the recommendations contained in the Resource Collection Review Report by Catherine Raju. Thanks Catherine for your work in guiding our understanding the importance of this collection.

#### **November 2012**

- Completed the Expression of Interest process and confirmed membership of the inaugural Stewardship Group. Set the first meeting date for Jan 2013.

**Jan 2013**

- An efficiency dividend of 10% was applied to our core grant by the Queensland Government. This was somewhat offset by the CPI increase of 3.75% applied in July 2012.
- Welcomed Hugh Rose-Miller to the team in the role of Information Consultant.
- Hosted the inaugural meeting of the Stewardship Group. This first meeting was somewhat of an induction and introduction and I thank Michael Kendrick, Mike Duggan and Margaret Rodgers for their input. Michael, a long-time associate of CRU, spoke to us about the uniqueness of CRU, leadership as a change strategy, CRU's role in creating leadership where there isn't any and the challenges and rewards of working ethically. Mike and Marg provided input after lunch on the history of CRU and CRU today.

**February 2013**

- Maintained certification under ISO via external audit.

**March 2013**

- CRU staff and committee continue to participate and discuss NDIS readiness. (This has been ongoing throughout the year, but mentioned here due to numerous discussions around this time).

Throughout the year the committee has also in monitored and implemented wage rates. It is important staff are paid a competitive salary with attention on new Industrial Awards. Our sector will continue to see further wage rate increases and the committee will continue to monitor this. I would like to thank our Treasurer, Sherryn West, who has ably lead us through various tables and charts and brought us to a clearer understanding of our obligations.

During the first half of 2013 we began preparations for CRU's 25<sup>th</sup> birthday celebrations held in September. Coinciding with the celebrations was the launch of our new logo, *Expanding Ideas, Creating Change*. The forum, dinner, logo launch and DVD launch were all very exciting and meaningful events... but that's next year's report!

It is now several years on since the 'transitional' period ended. I believe CRU has grown stronger and much work has been done to reconnect with members, leaders, people with disability, their families and supporters around the state. Following on from this consolidation, the Committee has decided that a review of the Constitution is necessary and this work has been approved 'in principle' and a Terms of Reference has been drafted. It has again become necessary to consider our Constitution in its entirety (rather than in parts) to ensure it still meet the needs of the organisation. This is especially important in relation to our Objects and how they support or hinder our PBI status - currently being reviewed. Please refer to the Treasurer's Report for more detail.

The staff at CRU are a dedicated team and I would like to acknowledge them, the work they do, the leadership they bring and the passion and commitment they live. On behalf of the Committee I would like to thank Bobby, Kim and Kath in administration, Bill in finance, our Consultants Suellen and Hugh, Senior Consultant, Lisa Bridle and our Director, Margaret Rodgers.

Thanks also to everyone who supports the work of CRU.

Best wishes,

**Matt Stone**  
**President**



## **Treasurer's Report**

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The financial position of CRU is strong even though I report a loss for the financial year of \$43,592. This was projected – the Board made a decision to inject retained earnings to engage a fulltime information consultant for three years. This was stalled by the uncertainties surrounding funding and services agreements. CRU now has a 3 year service agreement with the Department of Communities, Disability Services.

The Board will remain vigilant amidst the current recommissioning of agreements and the creep of contestability that lingers to ensure CRU's sustainability and continuity of work.

As stated above the financial position for the year is represented by a deficit of \$43,592. Income remained similar to the previous year as grants from government (noting the efficiency dividend as mentioned in the President's report), workshop income and interest income. Expenditure is represented predominantly as wages and consultancy fees. The retained surplus at the end of the financial year is \$736,373, a decrease from last from \$779,966.

I thank the Board for their support throughout the year and to Margaret and Bill for their skills and dedication to enable me to have confidence in the strong financial accountability of CRU.

I also thank Peter Hallahan (Hallahan & Co) Chartered Accountant for the audited financial statements and his continued support of CRU. If you would like to view the full financial statements for 2012/2013 financial year, please contact the CRU office.

**Sherryn West**  
**Treasurer**

**Community Resource Unit Inc.**  
Detailed Balance Sheet as at 30 June 2013

| Note                                   | 2013<br>\$            | 2012<br>\$            |
|--|-----------------------|-----------------------|
| <b>Current Assets</b>                  |                       |                       |
| <b>Cash Assets</b>                     |                       |                       |
| Term Deposit & Cash Management Account | 776,349               | 864,485               |
| Petty cash                             | 200                   | 200                   |
| Pay Pal Account                        | 1,675                 | 488                   |
| Go Via Account                         | <u>13</u>             | <u>39</u>             |
|  | <u>778,237</u>        | <u>865,212</u>        |
| <b>Receivables</b>                     |                       |                       |
| Trade debtors                          | <u>14,042</u>         | <u>6,620</u>          |
|  | <u>14,042</u>         | <u>6,620</u>          |
| <b>Other</b>                           |                       |                       |
| Prepayments                            | 8,035                 | 10,139                |
| Inventory                              | 14,820                | 14,517                |
| Deposits with Vendors                  | <u>1,382</u>          | <u>2,620</u>          |
|  | <u>24,237</u>         | <u>27,276</u>         |
| <b>Total Current Assets</b>            | <b><u>816,516</u></b> | <b><u>899,108</u></b> |
| <b>Non-Current Assets</b>              |                       |                       |
| <b>Property, Plant and Equipment</b>   |                       |                       |
| Vehicle, Furniture, Plant & Equipment  | 309,451               | 306,560               |
| Less: Accumulated depreciation         | (291,014)             | (276,594)             |
| Motor vehicles - at cost               | 19,270                | 19,270                |
| Less: Accumulated depreciation         | <u>(19,270)</u>       | <u>(19,270)</u>       |
|  | <u>18,437</u>         | <u>29,966</u>         |
| <b>Total Non-Current Assets</b>        | <b><u>18,437</u></b>  | <b><u>29,966</u></b>  |
| <b>Total Assets</b>                    | <b><u>834,952</u></b> | <b><u>929,074</u></b> |

Notes to and forming part of the financial accounts are included on pages 5 to 7

**Community Resource Unit Inc.**  
Detailed Balance Sheet as at 30 June 2013

|                                     | Note   | 2013<br>\$     | 2012<br>\$     |
|-------------------------------------|--------|----------------|----------------|
| <b>Current Liabilities</b>          |        |                |                |
| <b>Payables</b>                     |        |                |                |
| Unsecured:                          |        |                |                |
| Grants Received in Advance          | Note 4 | 0              | 40,241         |
| Income received in advance          |        | 0              | 16,736         |
| Sundry Creditors & Accrued Expenses |        | 18,120         | 31,988         |
| Super Payable                       |        | <u>7,372</u>   | <u>5,954</u>   |
|                                     |        | <u>25,493</u>  | <u>94,919</u>  |
| <b>Financial Liabilities</b>        |        |                |                |
| Unsecured:                          |        |                |                |
| Visa Credit Card                    |        | <u>2,447</u>   | <u>2,252</u>   |
|                                     |        | <u>2,447</u>   | <u>2,252</u>   |
| <b>Current Tax Liabilities</b>      |        |                |                |
| GST clearing                        |        | 8,969          | 8,133          |
| PAYG Withholding                    |        | <u>3,132</u>   | <u>3,826</u>   |
|                                     |        | <u>12,101</u>  | <u>11,959</u>  |
| <b>Provisions</b>                   |        |                |                |
| Provision for Holiday Pay           |        | 36,317         | 25,682         |
| Provision for Long Service Leave    |        | <u>22,221</u>  | <u>14,296</u>  |
|                                     |        | <u>58,538</u>  | <u>39,978</u>  |
| <b>Total Current Liabilities</b>    |        | <u>98,579</u>  | <u>149,108</u> |
| <b>Total Liabilities</b>            |        | <u>98,579</u>  | <u>149,108</u> |
| <b>Net Assets</b>                   |        | <u>736,373</u> | <u>779,966</u> |
| <b>Members' Funds</b>               |        |                |                |
| <b>Reserves</b>                     |        |                |                |
| Capital Reserve                     | Note 2 | 236,029        | 236,029        |
| Accumulated surplus (deficit)       |        | <u>500,345</u> | <u>543,937</u> |
| <b>Total Members' Funds</b>         |        | <u>736,373</u> | <u>779,966</u> |

Notes to and forming part of the financial accounts are included on pages 5 to 7

**Community Resource Unit Inc.  
Income and Expenditure Statement  
For the year ended 30 June 2013**

|   | 2013<br>\$            | 2012<br>\$            |
|---|-----------------------|-----------------------|
| <b>Income</b>                                   |                       |                       |
| Donations Received                              | 70                    | 182                   |
| Interest received                               | 35,006                | 36,621                |
| Membership Fees                                 | 1,727                 | 2,314                 |
| Gaming Fund - Equipment Grant                   | 24,749                | 1,943                 |
| Operating Grants - State Government      Note 3 | 511,342               | 504,387               |
| Quality Grant                                   | 900                   | 28,400                |
| Other income                                    | 758                   | 248                   |
| Publication Income                              | 10,797                | 13,330                |
| Fundraising - Contributions                     | 0                     | 2,318                 |
| Workshop Fees & Subsidies                       | 69,814                | 51,946                |
| Consulting Fees                                 | 7,768                 | 3,955                 |
| Project Partnership Income                      | 30,334                | 45,781                |
| Gifts   | 0                     | 7                     |
| Grant Monies brought forward from 2010          | <u>0</u>              | <u>(15,492)</u>       |
| <b>Total income</b>                             | <b><u>693,266</u></b> | <b><u>673,941</u></b> |
| <b>Expenses</b>                                 |                       |                       |
| Meeting expense                                 | 2,466                 | 3,052                 |
| Advertising and promotion                       | 40                    | 499                   |
| Audit fees                                      | 2,885                 | 3,930                 |
| Bank Fees And Charges                           | 2,269                 | 1,853                 |
| Bookkeeping                                     | 0                     | 3,575                 |
| Bursaries                                       | 0                     | 10,404                |
| Internet Expenses                               | 1,017                 | 811                   |
| Car Expenses                                    | 3,263                 | 3,052                 |
| Cleaning/rubbish removal                        | 2,690                 | 2,945                 |
| Computer Expenses                               | 6,289                 | 13,929                |
| Consultancy Services                            | 40,398                | 67,015                |
| Depreciation                                    | 14,421                | 13,636                |
| Donations                                       | 400                   | 0                     |
| Fees & charges                                  | 120                   | 261                   |
| Health & Safety                                 | 0                     | 194                   |
| Insurance                                       | 6,814                 | 6,093                 |
| Interest - Australia                            | 34                    | 3                     |
| Lease of Equipment                              | 0                     | 3,990                 |
| Annual Leave Expense                            | 36,287                | 24,565                |
| Memberships                                     | 1,894                 | 4,055                 |
| Postage   | 2,171                 | 3,334                 |
| Printing & stationery                           | 3,939                 | 5,037                 |
| Publication Expenses                            | 8,977                 | 7,041                 |
| Quality System Audit                            | 3,270                 | 3,654                 |
| Rent and Outgoings                              | <u>76,901</u>         | <u>68,612</u>         |

Notes to and forming part of the financial accounts are included on pages 5 to 7

**Community Resource Unit Inc.  
Income and Expenditure Statement  
For the year ended 30 June 2013**

|   | 2013<br>\$             | 2012<br>\$            |
|---|------------------------|-----------------------|
| Repairs & maintenance   | 120                    | 245                   |
| Salaries  | 319,498                | 261,294               |
| Small Assets  | 618                    | 1,339                 |
| Staff amenities   | 389                    | 744                   |
| Staff training  | 4,036                  | 8,108                 |
| Director's Professional development                             | 6,540                  | 9,041                 |
| Sundry expenses   | 551                    | 233                   |
| Superannuation  | 32,140                 | 22,710                |
| Telephone   | 5,110                  | 5,546                 |
| Website Development   | 0                      | 4,000                 |
| Utilities   | 5,207                  | 3,892                 |
| Travel, accom & conference                                      | 1,554                  | 3,364                 |
| Workers Compensation  | 3,039                  | 2,150                 |
| Workshops & Seminars  | <u>141,514</u>         | <u>57,368</u>         |
| Total expenses  | <u>736,859</u>         | <u>631,574</u>        |
| <b>Profit (loss) from ordinary activities before income tax</b> | <b><u>(43,592)</u></b> | <b><u>42,367</u></b>  |
| Income tax revenue relating to ordinary activities              | <u>0</u>               | <u>0</u>              |
| <b>Net profit (loss) attributable to the association</b>        | <b><u>(43,592)</u></b> | <b><u>42,367</u></b>  |
| <b>Total changes in equity of the association</b>               | <b><u>(43,592)</u></b> | <b><u>42,367</u></b>  |
| Opening retained profits  | 543,937                | 501,570               |
| Net profit (loss) attributable to the association               | <u>(43,592)</u>        | <u>42,367</u>         |
| <b>Closing retained profits</b>                                 | <b><u>500,345</u></b>  | <b><u>543,937</u></b> |

Notes to and forming part of the financial accounts are included on pages 5 to 7

## Director's Report

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**If you want to build a ship, don't drum up people to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea.**

Antoine de Saint-Exupery.

At CRU it is our mission to engage a broad range of people in a movement for change so that people with disability will be welcomed and appreciated as they take their place in their communities.

Rather than attempt to prescribe step by step how the people who join us for our many conversations, workshops and courses during the year should do that, we instead try to encourage and inspire them to long for rich and meaningful lives for people who live with disability. When that longing has taken hold we can continue to resource them as they then collect and build and work towards making that happen for the person or people they care about.

In this report I will outline the activities which we undertook in 2012/2013 to meet our mission to support the development of leadership and authentic change to enhance the possibilities for people with disabilities to belong to and participate in community life.

### **Objective 1**

**Working towards intended, positive change by identifying issues of strategic significance and by exploring and demonstrating new possibilities.**

#### Agency Transformation

The terms person centred practice and self-direction are commonly used to describe means to support people with a disability to experience more typical, unique lifestyles and become valued members of their communities. They are very attractive goals, supported by many people. However, working out how to genuinely serve and partner with people with disability and their families on a day to day, issue by issue basis is very complex. For services that were founded as group models, 'undoing' the group to serve people one by one adds further layers of complexity. During 2012-2013 CRU ran five workshops on the topic of Agency Transformation. Presenters included Michael Kendrick, Chris Liuzzo, Aoife O'Toole and Mary Kealy. CRU partnered with the Workforce council for the events in October 2012 presented by Aoife O'Toole and also in the development of five short videos, which are now on the CRU website. Seventy people attended at least one of these events during the year with a core group attending more than one in the series .

I wish to acknowledge the generous contribution of Cheshire Ireland and Arc of Rensselaer, Albany, New York to these ventures in releasing their staff members, Aoife and Chris to join us for these events.

#### Succession Project

During the year, the Succession funding from Department of Communities, Child safety and disability was used to focus on the skill development of more person-centred facilitators for the sector. We need more people who are able to facilitate groups and planning for people with disabilities and their families. A facilitation course, particular to our sector was developed by Suellen and myself from CRU in association with Catherine Allen of Callen Consultants and was offered twice in the year. The first in Brisbane in late 2012 and the second at the Sunshine Coast in early 2013 were both well received. This funding also supported ongoing opportunities for people with disabilities, their families and workers across the state to be inspired about 'good lives' as a starting point for building vision and beginning to plan. In particular, the workshops –“Anchoring people in community- building a context for relationship” with Janet Klees from Toronto, in February 2013 and Finding my Place – a presentation of local stories in June supported this strategy.

Since 2009, CRU has been involved in follow up to the Optimal Individual Service Design (OISD) – Emergency and Crisis initiative which focused on the most highly funded people in Queensland who were supported in non-government organizations. In 2012-2013 CRU continued to support one person. I wish to thank Jane Sherwin who has supported this man and his family on behalf of CRU. The nature of our contribution is informal network development, linking, providing a sounding board and planning. This project has strongly reinforced our belief that funding alone will never be enough to provide a good life for people with disability.

#### National Disability Insurance Scheme

Four years on from the release of the Productivity Commission report into Disability Care and Support, The National Disability Insurance Scheme Act 2013 received Royal Assent in March 2013 and became fully operational on 1 July 2013.

During the 2012-2013 year, CRU presented workshops and produced publications on self-direction; choice and control; the importance of high expectations, the components of a good life; the importance of people and relationships; the development of advocacy skills and other elements that we believe are critical in the lives of people with disability to maximise the opportunity that a funding scheme such as the NDIS can offer.

During the year CRU staff also participated in sector conversations about the NDIS and CRU hosted a conversation morning with the Julia Farr association, South Australia as

part of their Practical Design Fund project. I have participated in the Queensland NDIS Planning and Implementation Group since it was convened in February 2013. This group is involved in planning with the Minister and Department of Communities for the transition to NDIS to commence in Queensland in 2016 and be fully operational by 2019. In March, CRU in association with Staffing Options and Bespoke Lifestyles hosted a conversation between families who are experienced in self-direction and the staff of the 'Your Life: Your Choice' program to ensure and extend the contribution of families to the development of this program.

In June, CRU joined with other interested organisations and individuals to explore potential processes for evaluation of self-directed arrangements. This included conversations with the Standards and Monitoring Service from New Zealand to understand their model.

CRU continued its involvement with the Community Living Initiative run by Department of Communities –Child safety and Disability Services during 2012-2013 as a member of the reference group; as an observer of the appraisal panel and also as a member of the Enablers reference group. There was much activity in these roles during the year in an endeavour to safeguard the strengths of this small but innovative program during a period of change.

CRU also worked with Department staff to host a consultation on the Queensland Disability plan.

## **Objective 2**

**Challenging, encouraging and contributing to the growth and development of people who are involved in change efforts by offering a range of educational and developmental opportunities and leadership opportunities.**

### Workshops

CRU conducted 28 events between July 2012 and June 2013. These ranged in length from a few hours to ten days and there were 650 registrations received in total. Ten of these events were held outside Brisbane. We were delighted with the number of new people that we welcomed to CRU events during the year. There were regional participants at many of the Brisbane workshops during the year. Some of these were self-funded; some supported by other organisations to attend and some were supported by CRU.

Our capacity to present these workshops was enhanced through partnerships with Values in Action Association; Quality Lifestyle Supports; Queensland Parents for People with a Disability and the Workforce Council.

The attached table gives further details of our workshops.



| Table of Events Offered in 2012/2013 |   |                  |                 |                      |
|--------------------------------------|---|------------------|-----------------|----------------------|
| Date                                 | Workshop  | Region           | No. of days/hrs | No. of participants  |
| <b>2012</b>                          |   |                  |                 |                      |
| July 10                              | Expanding Opportunities for life after school – Darcy Elks  | Brisbane         | 1               | 36                   |
| July 12/13                           | Creating an Inclusive Lifestyle through Valued Social Roles – Darcy Elks  | Brisbane         | 1.5             | 8                    |
| July 25                              | Crucial Conversation – Inclusive housing: who is responsible? – Margaret Ward                                     | Brisbane         | 2 hrs           | 17                   |
| August 27/28                         | Agency Transformation DAY 1 & 2– Michael Kendrick   | Gold Coast       | 2               | 20                   |
| Sept 5, Oct 17, Nov 28               | Learning to Facilitate – Introductory Course - Catherine Allen  | Brisbane         | 3               | 16                   |
| September 13                         | Agency Transformation DAY 3 – Christopher Liuzzo  | Brisbane         | 1               | 20                   |
| Sept 17-21(1) Oct 8-12(2)            | Deep Quality – a ten day course in Optimal Individual Service Design. - Michael K, Chris L & Aoife O’Toole        | Brisbane         | 10              | 14 (full) 11(theory) |
| October 4 & 5                        | Agency Transformation DAY 4 & DAY 5 – Aoife O’Toole   | Brisbane         | 1               | Day 4:33 Day 5 8     |
| October 25 & 26                      | Family Leadership event   | Brisbane         | 1.5             | 26                   |
| October 30                           | A CRUcial Conversation: Avoiding Hobson’s Choice - Jan Dyke   | Mackay           | 0.5             | 12                   |
| November 9                           | A CRUcial Conversation: Avoiding Hobson’s Choice - Jan Dyke   | Mooloolaba       | 0.5             | 18                   |
| November 20                          | “Whose Business Is Whose” – Jan Dyke  | Cairns           | 1               | 24                   |
| November 20                          | A CRUcial Conversation: “Choosing What?”- Jeremy Ward   | Hervey Bay       | 3 hrs           | 13                   |
| November 27                          | A CRUcial Conversation: “Choosing What” - Jeremy Ward   | Emerald          | 0.5             | 8                    |
| <b>2013</b>                          |   |                  |                 |                      |
| February 21 & 22                     | Anchoring People in Community: Building a Context for Relationship – Janet Klees                                  | Brisbane         | 2               | Day 1:50 Day 2:17    |
| March 12                             | Crucial Conversation - Why Is Inclusion Elusive? : A Brief History of Disability – Bob Jackson                    | Brisbane         | 2 hrs           | 18                   |
| March 13                             | Attending the local school- Inclusion that’s good for everyone – Bob Jackson                                      | Brisbane         | 0.5             | 30                   |
| March 19                             | Dilemmas in Supporting Choice (In partnership with ‘Quality Lifestyle Support’) – Michael Kendrick                | Toowoomba        | 1               | 27                   |
| March 21                             | Conversation about Agency Transformation - Mary Kealy   | Brisbane         | 0.5             | 28                   |
| March 20                             | ‘Family Leadership Series’ : An Introduction to Principles and Strategies of Advocacy – Jeremy Ward & Lisa Bridle | Townsville       | 1               | 18                   |
| March 22                             | ‘Family Leadership Series’ : An Introduction to Principles and Strategies of Advocacy - Jeremy Ward & Lisa Bridle | Brisbane         | 1               | 18                   |
| April 15, May 13, June 17            | Shaping a life with purpose and relationships- An Evening Discussion Series for Families – Jane Sherwin           | Brisbane         | 6 hrs           | 35                   |
| April 17, May 15 & June 19           | Learning to Facilitate – Introductory Course - Catherine Allen  | Sunshine         | 3               | 7                    |
| May 1                                | Leadership Models & Styles - Margaret Endicott  | Gold Coast       | 1               | 21                   |
| May 24/25                            | Family Leadership Event   | Brisbane         | 2               | 22                   |
| June 15                              | “Finding My Place”  | Brisbane         | 1               | 79                   |
| May & June                           | Regional Qld visits   | Ipswich<br>Dalby |                 |                      |

As in previous years the topics and themes of our workshops fall under one of our three strategic goals, namely the development and maintenance of robust leadership; the promotion, strengthening and defending of person centred responses and up to date and relevant information so that people with disability can belong to and participate in community life.

I would like to comment on some of the initiatives in particular;

- We were very pleased to be able to proceed with the ten day Optimal Individual Design course in September and October 2012. Our partnership with Department of Communities was not able to proceed, following changes in the Department and CRU had to assess the pros and cons of hosting the event alone. We decided to proceed and the event was led by Michael Kendrick. Chris Liuzzo from Arc of Rensselaer, Albany, New York and Aoife O'Toole from Cheshire Ireland were co-trainers, so this event also carried a strong theme of Agency Transformation. We continue to invest in this event because of the feedback that we receive from participants about its positive and lasting effect on their thinking and actions. We have started conversations with service managers about possible partnerships for another event in 2014.
- During the year CRU hosted two CRUcial conversations at the CRU office – one led by Margaret Ward on Universal Housing and the other by Bob Jackson from Perth on Historical perception of disability. These short, informal conversations have been popular in Brisbane and during 2012-13 we were pleased to be able to present a similar opportunity in regional Queensland with CRUcial conversations in Mackay, Emerald, Hervey Bay and Mooloolaba.
- I want to particularly thank the nine presenters from the Finding My Place workshop at the Convention Centre in June. When we have overseas presenters tell inspiring stories of the achievements of people with disabilities, we are often asked about what is possible in Queensland so in June we had a day of local stories where nine people shared from their personal experience about having a home of their own; following their passions and having a job. A big thank you to Dale Speed, Alison Jones, Kate Alcorn, Nikela and Jamie Carrigan, June Arthy, Dan Read, Peter Rowe and Stephen Weeks and to their friends and family for supporting them to do this. It was an inspiring and exciting day.
- One of our particularly pleasurable learning experiences occurred in October 2012, when in conjunction with our Annual General Meeting, CRU hosted a dinner for 150 people at the Novatel Hotel to celebrate the 25th Anniversary of the Search Conference. In 1987, Queensland Parents for People with a Disability gathered 90 people from around the state –people with disabilities, parents, government staff and service providers to develop a shared vision for

Queensland. CRU was one of the ideas that came from this gathering, beginning the following year in 1988. We wanted to remember our history and to celebrate the importance of visionary leadership, people power, dreaming big, collaboration over time and staying faithful to a vision. The feedback we received from the night suggested that together we achieved that. A panel of guest speakers, Anne Cross, Margaret Ward and Millie Rooney focused on the topic of change and assisted us to reflect on our past to prepare for the future. The panel was chaired by Leah Nichles who was the project officer employed by QPPD at the time of the conference.

In a bid to co-ordinate strategies and timetables and to work together more efficiently, CRU convened meetings with other organizations, who offer development and training opportunities for Queensland families, particularly those that work on a state wide basis. This helped to reduce duplication and strengthen connections.

In August 2012, ten families were supported to attend the two day Odyssey Conference, run by Family Advocacy in Sydney. Seven of these families received some financial assistance from CRU to cover costs.

### Leadership

During the 2011-2014 strategic planning process, CRU decided to continue to offer leadership development opportunities to emerging and existing leaders in the sector generally but to take a particular focus on the development of Family Leadership.

We provided one workshop on Leadership Models and Styles on the Gold Coast, led by Margaret Endicott. Unfortunately, our second Models and Styles workshop planned for Rockhampton had to be cancelled. The Agency Transformation events were designed for people who were in positions of influence within organisations and we considered them to be Leadership events.

Lisa Bridle oversees CRU's Family Leadership initiative which aims to support family members who are already demonstrating leadership in some way to further develop their skills and the program aims to strengthen the connections between these leaders.

CRU convened a reference group of nine people to assist us to develop our thinking. Our thanks to Virginia Lonsdale, Anita Speed, Jane Geltch, Chris and Brian Procopis, Sharon Bourke, Sherryn West, Helen Webster and Jo Stephens for joining us to grapple with how best to develop family leadership. Lisa also interviewed other national and international leaders and organisations that had engaged in family leadership development. On the local front, she worked hard to establish and re-establish connections with people involved in the lives of families with young children with disability in Queensland.

The first family leadership event held over two days in late October 2012 coincided with the Search Celebration dinner and was co-hosted by Ann Greer. One day Advocacy skills workshops, presented by Lisa Bridle and Jeremy Ward were offered in both Townsville and Brisbane in March 2013 and were well received in both communities. Another two day Brisbane gathering was held in May 2013. Speakers included Michael Kendrick, Julie McDougall and a panel of leaders sharing their reflections and leadership styles – Neil Barringham, Margaret Ward, Fran Vicary, Connie Young and Lyn Farrell.

Between April and June, 27 families attended a series of three discussion evenings, entitled “Shaping a life with purpose and relationships” – these conversations were facilitated by Jane Sherwin and were based on the Social Role Valorisation framework.

There were a total of 68 family members at the family leadership events during the year. This is a wonderful response to our first year trialling this new initiative.

We are very grateful to the many presenters who joined CRU in delivering these 28 events this year and who so generously shared their knowledge and experience with people who live with disability; their family members, friends and supporters.

### **Objective 3**

**Developing and safeguarding those elements that contributes to quality services by supporting the work of community agencies that are striving to be responsive to the needs of people with disabilities and their families.**

In the course of the year, CRU staff members have been involved in many informal or semi-formal conversations or meetings with community organizations. This is a role that ranges from being a sounding board, generating ideas, attending planning meetings, connecting people, providing a facilitator or lending a meeting room. We have also spoken at team meetings about CRU so that co-ordinators and keyworkers will be better able to link people with disabilities and family members to us.

A successful partnership with the Workforce Council in 2012 enabled us to offer five additional regional events. It also increased the practical assistance we could provide to families from across the state to convene for a family leadership workshop and their partnership in the Agency Transformation series increased opportunities for service providers to attend.

CRU continues to liaise with the Queensland SRV Safeguarding Group. These occasional meetings aim to develop a combined approach to promoting and safeguarding this thinking across the state. In addition to the usual meetings, in July 2012, a retreat day for members of this group was facilitated by Lynda Shevaller and Darcy Elks.

During the year we have had visitors from Ireland, United States and Victoria who came to share with us what they do and hear what is happening in Queensland. CRU played a role in introducing and linking some of these visitors to various individuals and organisations in Queensland who had similar interests or expertise.

There was a steady stream of requests for general information during the year via phone calls, emails and visits to the CRU office.

CRU staff also accepted invitations to present to Social Work and Early Childhood Education students; the Optimal Individual Service Design courses in Canberra and Bray in Co. Wicklow Ireland; the Family Leadership Exchange at the International Initiative for Disability Leadership meeting in Auckland; The Federation of Voluntary Agencies in Galway; Partners in Recovery consortium meetings and the Hot Topics group. Lisa responded on behalf of families to the launch of the Australian Catholic Social Justice Commission statement on the family in Sydney.

“Getting to the heart of what matters – the role of a support worker “ a workshop developed by CRU in 2011-2012 was delivered to staff teams at both Kyabra and Westcare. Lisa contributed a paper to the “Thinking About” periodical for Belonging Matters, entitled “A Desirable Future”.

#### **Objective 4**

##### **Drawing attention to key challenges in the disability field and providing information about them.**

In 2011-2012 the Management committee decided to allocate funds to a new full time, three year fixed term consultant position to provide a dedicated focus to the provision and dissemination of information eg CRUcial Times, resource collection, the website and the development of information resources. However, in June 2012, due to the uncertainty of funding for organisations that are not considered front line, they decided to delay recruitment of another staff member until after the state budget. In October, the recruitment process resumed and Hugh Rose Miller was appointed to the position, commencing at CRU in January 2013.

Two editions of CRUcial times were developed in this period. The theme of Edition 44 was the importance of having high expectations and Edition 45 was a retrospective on the past 20 years, looking at what has endured and therefore what we should invest in for the future. All previous editions of CRUcial Times are now on our website and we are gradually making it easier to search for past editions and individual articles. Most people have indicated that they prefer to receive an electronic copy of CRUcial Times; however we are always happy to post a hard copy so please let us know if you would prefer that.

CRU continues to offer its own publications for sale and additional publications that may be of interest or difficult to obtain. This year we added five new books from other publishers. This is a small piece of our work that continues to be appreciated and well received as people seek to learn from the experience of others. In 2012/2013 CRU sold a total of 236 books. Having Paypal and an online bookstore on our website have proved popular additions for our customers.

Catherine Raju undertook a review of the CRU Resource Collection between July and September 2012. This catalogued collection of books, papers and journals was developed by CRU in the mid-90s. It had had no dedicated staff member for some years and had not been updated for some time. The review found that the collection continued to be valuable and that investing time and resources in culling, updating and adding new resources would be beneficial. Considerable work has been done on this since Hugh started in 2013, with catalogue updating, renewed copyright licenses; thoughtful culling and archiving and identification of new categories that have emerged in recent years.

CRU has continued to be a member of the Community Safeguards Coalition during 2012-2013. This coalition of individuals and agencies is concerned about the rights, interests and lives of people with disability with particular focus on people's right to choose their living arrangements. During this year, CRU contributed financially to this work and has been a signatory on a number of petitions and letters but has not attended meetings due to capacity.

CRU has joined a small group of facilitated communication users, family members, service workers and interested professionals known as the Communication Rights Alliance- because they are concerned about a threat to people's right to communicate in the manner of their choice.

CRU has provided written submissions to inquiries into the accommodation of people with disability in health facilities; the elderly parent carers initiative; and to the senate inquiry into sterilisation of people with disabilities.

### **Objective 5**

**Operating a viable and accountable organization that reflects in its operation, the values and beliefs underpinning its mission.**

#### Stewardship Group

2013 saw the establishment of a Stewardship Group for CRU. The Stewardship Group will enable CRU to bring together a larger group of people three to four times per year to safeguard the vision and thinking of CRU; contribute to the analysis of sector developments & issues – local, state and federal and to provide strategic advice and

thereby assist CRU to stay relevant and 'in front of the game'. The larger group is able to bring a wider range of perspectives to the table and is a more feasible way for regional members to participate. The members of the group are Tony Swords, Madonna Nicol, Melissa Ryan, Jane Hudson, Anita Speed and Bob Lee. The group met twice during this period and have provided valuable advice, feedback and ideas to CRU. This initiative is to be trialled for one year and reviewed at the end of 2013.

In late 2012, CRU worked with Joshua Boothman to develop a new data base that would reflect the change to email as the primary mode of contact. Our thanks to Josh and also to Yan Lau, our temporary admin worker, for her wonderful attention to detail through this process. This process exposed some of the gaps in our data base and work has continued throughout the year to strengthen our contact lists.

#### Annual Survey

CRU seeks feedback at each event and incorporates that feedback into future planning. However, we were conscious that that process only collects information from people who are coming to events – it does not give us any information about those who don't come or about our other strategies eg CRUcial Times, book sales, resource collection, website etc. In late 2012 we engaged 99 Consulting to conduct a survey seeking feedback on the work of CRU more generally. 99 Consulting conducted the review via Survey monkey during October 2012 thus ensuring that the responses were not identifiable. 143 people responded to the 41 questions and gave us valuable feedback and suggestions which we were able to include in our planning for 2013. We intend to make this an annual process.

#### Regional Visits

In mid-2013 we started a series of visits to regional areas of Queensland. We visited Ipswich and Dalby before the end of June. The purpose of these visits was to meet with local contacts – some of whom were known to us and some not – to listen to the issues for people with disability in their locality. This will continue in the 2013-2014 year.

#### Funding Reduction

In September 2012 we were notified by Disability Services that a modest efficiency dividend of 10% would be applied from 1 January 2013. A CPI increase of 3.75% effective from 1st July 2012 meant that the impact of this cut was delayed. Another significant impact on our finances has been the removal or reduction of training budgets from large organisations, including Department of Communities, thereby reducing the numbers of people attending CRU workshops. This was particularly problematic in the first half of this financial year as people waited for the release of the State budget.

Our staff numbers are small – we started the year with the full time equivalent of just under four positions which included our administration and finance staff. Hugh's arrival in January 2013 boosted that to just under five and has provided a much needed boost to general capacity in the office. CRU could not do what it does without the generosity, commitment and flexibility of the staff. Each member of our team is committed to the purpose and work of CRU and is also committed to the support of the other members.

I want to thank all staff who have been employed by CRU during 2012-2013 namely Bobby Noone, Kim Jensen and Kath Fleming who make up the admin team. My thanks to Lisa Bridle who is our Senior Consultant and takes responsibility for the Leadership goal and Suellen Welch who is a consultant working in the area of person centred responses. Bill Kyle works with us as finance officer two days per week. Hugh Rose-Miller started at CRU on a three year fixed term contract in January 2013. Catherine Raju and Yan Lau both joined us as contractors through the year.

In addition to the employees of CRU there are a number of other people who also supported CRU during 2012-2013. This band of people provided their services as consultants or on a contract basis and while often working in the background played a critical part in keeping CRU going. I would like to take this opportunity to thank Paul Hebing, Stephen Tonge, Tresscox lawyers, Peter Hallahan, Dave Drinkall and Helen Wallace for their commitment to CRU in the 2012-2013 year.

The Quality Systems surveillance Audit was conducted by Health and Disability Auditing Association in February 2013. CRU met the requirements of ISO9001. I wish to particularly thank Lisa Bridle for her contribution to this process.

CRU is in the fortunate position of having a surplus of funds. While the committee has a strong commitment to directing these funds back into the work of CRU as soon as possible, the conversation about how to use them has been complicated by our lack of certainty about our core funding.

To conclude, I think the 2012-2013 year can be summed up by saying:

- We are a change agency in the midst of a period of great change and we are reminded how challenging the uncertainty of change is. We have found that despite our plans things change in unexpected ways. We have endeavoured to take our own advice – to gather our friends and allies and make the best guess of what to do next; to move forward without certainty but with courage and clarity about the things that matter. We have tried to hold true to what we know has endured without being locked into old ways of doing things and we have tried to invest our efforts strategically.
- One could ask how such a small team did the amount of work outlined in this report. The simple answer is that we didn't. We worked with many people who



believe as we do – that people matter; that change is possible; that people from different perspectives can work together and that people with disability deserve a good life – just like everyone else. Our small team was a hub and catalyst for the efforts of many people who joined with us during the year. We are very aware that our ambitious vision for change won't be achieved by that little group alone.

- This year CRU celebrated twenty five years and as we reflect on what we have achieved - for 25 years CRU has said loud and clear; in many different ways, that 'a good life' is possible for all people who live with disability and, that people who happen to have a disability deserve access to the same life as anyone else. From that simple idea there have been countless conversations and workshops; conferences and writings about what that means; what makes for a good life; what it looks like and why and how we should do that. That work is not yet done and so, as daunted as we may feel by the scale and implications of the 'unknown' – what we do know is that that message is as critical if not more critical than ever. We will be doing everything we can to continue to spread that message in 2013/2014.

**Margaret Rodgers**

**Director**