



Expanding Ideas; Creating Change

Annual Report 2018-2019

Community Resource Unit Ltd

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Overview of the Organisation

Purpose

CRU exists to create and promote positive change so that people with disabilities can belong to and participate in community. 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 100 members who include people with disabilities, families, and workers from the disability field. CRU is a Company Limited by Guarantee.

Vision

Full and meaningful lives for people with a disability.

Our Mission:

We inspire, challenge and equip people to embrace ideas and take action so that people living with disability are active contributors to social and economic life. Together with people living with disability, their families, service providers and the community we build a movement for change.

Governance and Management of CRU

The direction and management of Community Resource Unit is vested in the Board of Directors that is elected annually. The implementation of CRU programs is the responsibility of the CEO and the staff team.

CRU BOARD OF DIRECTORS 2018/2019

| | |
|----------------------------|-----------------|
| Chairperson | Fletcher Tame |
| Company Secretary | Matt Stone |
| Finance Chairperson | Sherryn West |
| Directors | Josey McMahon |
| | Gerhard Tromp |
| | Luke O'Sullivan |
| | Narissa Niesler |

CRU STEWARDSHIP GROUP MEMBERS 2018/2019

| | |
|--------------|----------------|
| Leanne Burke | Mike Duggan |
| Lyn Farrell | Tony Swords |
| Pam Spelling | Richard Warner |

CRU STAFF 2018/2019

| | |
|----------------------------------|------------------------|
| CEO | Margaret Rodgers |
| Senior Consultants | Lisa Bridle |
| Consultants | Catherine Laherty |
| | Danielle Mason |
| | Jen Mouritz |
| | Meegan Hardaker |
| | Lindie Brengman |
| | Suellen Welch (Casual) |
| Information Consultant | Hugh Rose-Miller |
| Finance Officer | Janene Parsons |
| Office Manager | Kim Jensen |
| Administration Officers - | Bobby Noone |
| | Kerrie White |
| | Kathleen Fleming |

Director's Report

I'd like to begin by acknowledging the traditional custodians of the land on which we meet today. I pay my respects to both the Jagera people and the Toorbul people and their Elders, past, present and emerging, for they hold the hopes, dreams, traditions and cultures of Aboriginal Australia.

2018/19 was a big year for CRU.

As mind-boggling as it is, CRU has built and sustained a movement for change over three decades. Our "Three events for three decades" celebrations in October 2018 were a bright spot in a challenging year and the reflections of what has been achieved – and what remains to be done – have proven to be a source of motivation for the Board this year.

In conjunction with our CEO Marg Rogers, the Board has worked with the Stewardship Group, various subcommittees, members of staff and others to review all aspects of our 'business' – our funding sources, staffing structure, business processes, systems and costs – to ensure we are working in a way that can thrive in a NDIS-driven environment. We have undertaken this work with our Values clearly in the foreground of our thinking, discussion and decision-making. Of course there are legal requirements for good governance but working for CRU has always meant much more than meeting legal obligations and it is CRU's Vision and commitment to people with disability that continues to drive our activities.

In September 2018, our Auditor signed us off as being solvent to at least October this year. Now we are a month on from there and still going! At the beginning of the year however our State government funding, which we had relied on for decades, was winding up and it was unclear as to what would replace this revenue. CRU's Fee for Service 'arm' was beginning to grow and some projects were underway but it was not until April 2019 that our first NDIA grant was approved. Within weeks of that a contract with Queensland's Department of Education was endorsed and we were 'flipped' from considering potential closure to planning for extra staff! The Board has realised that CRU is likely to continue operating on the basis of shorter contracts, with a wider variety of work than before. This is a big change for CRU and something we are committed as a Board to supporting Marg and the team to deliver on.

Partnerships have always been at the heart of CRU's work and this year is no different. As indicated, we are having more contact with NDIA but also with other State departments, such as Education, than we had previously. Our involvement in the National Alliance of Capacity-Building Organisations (NACBO) continues to enable our strategy of building influence with like-minded groups and supporting grassroots leadership and action. CRU's strong presence at the International Initiative for Disability Leadership (IIDL) continues; which in turn informs our thinking, strengthens our links with global and national allies and raises our profile.

Our Stewardship Group provided much needed insight, critique and guidance to the Board & CEO this year and for that I am grateful. I want to thank Lyn Farrell, Tony Swords, Leanne Burke, Pam Spelling and Richard Warner for their valued contributions.

Also in the Stewardship Group, Mike Duggan, CRU's only life-time member, sadly, passed away in September 2018. Mike's contribution to CRU is unsurpassed. He had been an active member from very early on, served in all executive roles and continued to mentor and support us through his own lived experience and thoughtful, challenging advocacy for people with disability. His influence and legacy has continued beyond his death. Vale Mike.

There have been significant changes to the Board this year: After several years in various roles on the Board, Sharon Daley stepped down as Chair at our AGM in October 2018. Sharon's influence on the Board was significant. She worked on a range of subcommittees, developed our thinking and approach to issues like membership and communication strategy and was passionate about her work on the Board and of CRU generally. Matt Stone also left the Board in June 2019. Matt's association with the Board had been long and he held almost all executive roles during his time and amongst other achievements led our transition to Company Limited by Guarantee. Narissa Niesler joined the Board last year and has very quickly taken on the duties of Director, showing leadership and insight in the process. I want to sincerely thank Sharon, Matt and Narissa for their contributions to CRU.

I'd also like to pay tribute to the other directors and the work they do: Luke O'Sullivan, Gerhard Tromp, Josey McMahon & Sherryn West. Josey supports our work with NACBO, has been on the Finance and Business Sub-Committee, the Quality Sub-committee and now has taken on the Secretary role. Amongst other things, Sherryn has chaired the Finance and Business Sub-committee and in doing so, has enabled a lot of the work around ensuring our financial sustainability. Gerhard contributed to the Disability Leadership Project.

I cannot go on without singling out our CEO Marg Rogers, without whom a lot of what CRU has achieved this year would not have happened. I acknowledge Marg's leadership, knowledge, connections across the Sector and beyond; her bright ideas, insightful perspectives, dogged persistence and optimism in even the most challenging of times. Thank you Marg.

Finally, I want to sincerely thank all the staff of CRU for what they do each day. No doubt in the thick of the day-to-day it might be hard to recognise what you are achieving and what you are contributing to but I can assure you that you are and it is almost a standing comment at each Board meeting how much is being achieved from such a small group of committed individuals.

So to sum up, like many others, our overall biggest challenge and opportunity this year was the full implementation of the NDIS in our State. The CRU Board of Directors are relieved to see the Scheme reach full implementation in Queensland. We acknowledge the at times overwhelming nature of it all, the risks that it may be used to perpetuate what has gone on before instead of delivering on its' promise to enable better lives for

people. We are committed to doing everything we can to ensure CRU continues its work of partnering with others, challenging and inspiring change so that people with disability take their place as citizens, friends and valued members of our communities and Country.

Bring on next year!

Fletcher Tame
Chairperson
2018-2019

Financial Report

As I reflect on the 2018/2019 financial year there were some parallels for CRU as an Organisation as with individuals and families as they prepared for the National Disability Insurance Scheme. Throughout the year the Board, Staff and Stewardship group continued planning and visioning for what CRU will look like and how the Organisation would sustain itself financially into the future.

CRU has been fortunate to utilise decisions of previous strategies and draw on the retained funds to invest in and continue its work. This explains the deficit as presented in the financial statements for the year ended 30th June, 2019 of (\$212,087) in comparison to (\$86,457) in the previous year. This amount is consistent with projections. The financial statements further reflect the completion of the Participant Readiness grant in 2018 when comparing this financial year to the previous year.

The finance and business development sub-committee met regularly throughout the year and together with the CEO continue to explore and enhance alternatives to generate income from fee for service streams and utilise grant opportunities from different sources such as the Department of Education and Training. In summary the financial statements reflect the story of CRU financially from year to year.

The board are confident in the decisions to draw upon reserves as an investment into the future to ensure prominent visibility to individuals and families as they meander through the mechanisms of the new funding world.

I thank Margaret, Janene, the staff, directors and stewardship group for the ongoing conversations, planning and decisions that brings us to where we are now. It has been difficult at times but I am inspired and reassured to know that we will do all we can to ensure CRU's sustainability into the future.

I also thank Sue Bradnock of Total Audit Services for the audited financial statements.

Sherryn West

Finance Chairperson
2018-2019

COMMUNITY RESOURCE UNIT LTD
STATEMENT OF PROFIT AND LOSS
YEAR ENDED 30 JUNE 2019

| | Note | <u>2019</u> \$ | <u>2018</u> \$ |
|----------------------------------|------|-------------------|-------------------|
| INCOME | | | |
| Revenue | 2 | 851,687 | 1,151,178 |
| TOTAL INCOME | 1(f) | <u>851,687</u> | <u>1,151,178</u> |
| EXPENDITURE | | | |
| Cost of Sales | 4 | <u>198,809</u> | <u>441,429</u> |
| GROSS PROFIT | | <u>652,878</u> | <u>709,748</u> |
| Administration Costs | 3 | 74,053 | 116,092 |
| Depreciation | | 6,942 | 9,218 |
| Employee Benefits Expenses | | 686,481 | 580,672 |
| Motor Vehicle Expense | | 2,502 | 683 |
| Interest Paid | | 9 | 45 |
| Occupancy Expenses | | <u>94,979</u> | <u>89,495</u> |
| TOTAL EXPENDITURE | | <u>864,966</u> | <u>796,205</u> |
| SURPLUS BEFORE INCOME TAX | | (212,087) | (86,457) |
| Income tax expense | 1(b) | <u>-</u> | <u>-</u> |
| SURPLUS AFTER INCOME TAX | | <u>(212,087)</u> | <u>(86,457)</u> |

COMMUNITY RESOURCE UNIT LTD
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2019

| | Note | 2019 \$ | 2018 \$ |
|--------------------------------------|------|----------------|----------------|
| ASSETS | | | |
| CURRENT ASSETS | | | |
| Cash Assets | 5 | 733,394 | 890,126 |
| Trade Debtors | | 32,344 | 10,487 |
| Inventory | | 17,072 | 19,144 |
| Other assets | | 53,166 | 25,469 |
| TOTAL CURRENT ASSETS | | 835,976 | 945,226 |
| NON-CURRENT ASSETS | | | |
| Plant and equipment | 6 | 17,063 | 23,579 |
| TOTAL NON-CURRENT ASSETS | | 17,063 | 23,579 |
| TOTAL ASSETS | | 853,040 | 968,805 |
| LIABILITIES | | | |
| CURRENT LIABILITIES | | | |
| Trade and other payables | 7 | 193,566 | 99,793 |
| Provisions | 8 | 113,312 | 129,416 |
| TOTAL CURRENT LIABILITIES | | 306,879 | 229,209 |
| NON-CURRENT LIABILITIES | | | |
| Provisions | 8 | 52,754 | 34,102 |
| TOTAL NON-CURRENT LIABILITIES | | 52,754 | 34,102 |
| TOTAL LIABILITIES | | 359,632 | 263,310 |
| NET ASSETS | | 493,407 | 705,495 |
| MEMBERS' FUNDS | | | |
| Accumulated surplus brought forward | | 469,465 | 555,922 |
| Capital Reserve | | 236,029 | 236,029 |
| Surplus/(Loss) for the year | | (212,087) | (86,457) |
| TOTAL MEMBERS' FUNDS | | 493,407 | 705,495 |

CEO's Report

I finished the 2017-2018 annual report with a summary – noting it had been a year of juggling:

- building the new while sustaining the old
- making the most of what we have while we still have it
- trying to predict, plan and analyse when nothing around us is certain
- clarifying our vision and finding the places where we can take control
- responding to opportunities but not at the cost of what we know to be most important
- developing new alliances; refining some existing ones
- being cautious but not too cautious; brave but not reckless
- and keeping on going because people with disabilities and their families in this state deserve nothing less.

The 2018-2019 year brought some of the same challenges and delivered some new ones. In this unpredictable climate this is a report of what we managed to do in spite of those challenges:

Working to the following goals of our 2017-2019 Strategic Plan:

Governance – CRU will be a sustainable organisation with governance, systems, resources and revenue to ensure its future.

Delivery – CRU will work with individuals, families, organisations, allies and the wider community to transform the way people living with disability are valued, included and supported.

Leadership Development – CRU will nurture leadership, connection and visionary thinking to drive changes for people living with disability.

Partnerships - CRU will continue to build formal and informal partnerships with people, networks and alliances to further our mission.

Identity – CRU will be identified as a leader and source of resources, ideas and support for the active participation of people living with disability.

Goal 1 – Governance

This goal of governance and organisational sustainability ensures CRU has the structures in place to run the organisation and to ensure its ongoing viability.

In addition to regular Board meetings, the Directors Matt Stone, Narissa Neisler, Sherryn West, Josey McMahon, Gerhard Tromp, Luke O'Sullivan and Fletcher Tame also took on other tasks and roles between meetings. The Finance and Business Development subcommittee met eight times during the year and the Quality and Risk subcommittee met three times. Directors also attended national alliance meetings and Disability Leadership project meetings and met with the stewardship group. I want to

thank them for their support to the staff and myself during the year. I particularly want to acknowledge the work and contribution of Matt Stone who stepped down during the year. His commitment to CRU over so many years was deeply appreciated.

The terms of reference and meeting structure of the Stewardship Group was reviewed in 2019 with all members continuing post review. The passing of Mike Duggan during the year was a loss to this group and to CRU generally. The focus of the meetings has been very much on CRU's survival and the ideas and support of this broader group of people was invaluable. The group met with the Board twice in the 2018-19 year with weekday meetings helping to strengthen their link with the staff.

We thank Tony Swords, Leanne Burke, Lyn Farrell, Pam Spelling, Richard Warner and Mike Duggan for bringing a breadth and depth of experience to the conversations.

Thirteen people were employed at CRU across the year namely Margaret Rodgers, Lisa Bridle, Janene Parsons, Kim Jensen, Bobby Noone, Kathleen Fleming, Hugh Rose-Miller, Danielle Mason, Meegan Hardaker, Kerrie White, Catherine Laherty and Jen Mouritz. Lindie Brengman joined us in June. Suellen Welch continued to work with CRU on a casual basis and at the end of June, Sharon Bourke and Tracey Pate joined the casual staff of CRU.

Our administration and finance team of Kim, Kerrie, Kath, Bobby and Janene provided critical support to the day to day work of CRU. I thank them for their flexibility and skill in resourcing the rest of the team from behind the scenes. I want to also acknowledge Catherine, Jen, Lisa and Danielle who have all been incredibly flexible and responsive through the year – with little chance to plan and a need to respond to requests as they emerge they have found themselves doing things they have never done before and juggling a variety of different things.

At year's end there were 12 staff; two of whom are full time with the full time equivalent being just over seven.

The majority of CRU staff are on short term contracts but in this climate all jobs are vulnerable.

I want to thank the staff for their patience and commitment during yet another uncertain year. Their commitment to CRU through so much uncertainty has provided great stability and consistency to our work through uncertain times and that is greatly appreciated.

In addition to the employees of CRU, a number of people took up contracts to present or work with CRU during the year. We are grateful to be able to call on people of such high calibre who share our mission and values. My thanks to Sharon Bourke, Bridget Wickert, Jane Sherwin, Catherine Allen and Ann Greer. The fluctuating funding and inability to plan also impacts on them and I thank them too for their patience and commitment to CRU.

I want to take this opportunity to also thank Paul Hebinger, Dave Drinkall, Cinta Graves, Greg Harm, Brendon Donohue, 99 Consulting, Josh Boothman, Pauline Heaney,

Hamish Sewell, Nance Haxton, Margaret Ward, Stephen Tonge, Paul Paxton Hall who were contracted to deliver a range of non-programmatic services for cru.

Many of these people have had a long commitment to CRU and they provide a critical layer of support.

Investing in the development of the Staff and Board continued to be a priority for CRU with people attending a variety of events and forums during the year. Staff and Directors attended the NDS Essential briefing and the NDS session on Quality and Safeguarding and the Royal Commission; SRV, PASSING, Project Search training and webinars on Assistive technology and planning.

The practicalities of training in First Aid, Building and Fire warden training, Adobe light room and single touch payroll were also attended to. The Board continues its membership of Better Boards Australasia.

We successfully maintained our ISO accreditation, passing our surveillance audit under ISO 9001:2015 in December. My thanks to Danielle Mason and Kim Jensen who played a key role in ensuring our Quality Systems were maintained.

Future sustainability

Since mid-2016 when we signed our last service agreement, we have been preparing for the cessation of state government funding at the end of June 2019. After decades of relatively stable, paid-in-advance Government funding this is a major shift.

We have endeavoured to diversify our funding streams and develop our fee for service arm.

During the 2018- 2019 year CRU:

- Submitted two tenders for Information Linkages and Capacity Building funding from the NDIA. The tenders proposed state wide work on the topics of self-management and employment and were submitted in December and March. We heard in late March that the small self-management project was successful and would commence 1st June for one year. The employment bid was unsuccessful. No feedback is available. It is difficult to explain the impact of the ever shifting timelines with ILC funding – our best laid plans to have tender writers in place; to have our ideas clear in advance and even to book annual leave all proved fruitless and we were forced into a mode of chaotic response. This is both very tiring and disappointing.
- Took a proposal to the Department of Education in early November for a five-year project to resource families as a way to improve parent teacher relationships, an issue identified in the DeLoitte Review. After further negotiations, we received notice in late March that this project would be funded

from the 1st June 2019 for one year, with the possibility of additional funding following evaluation.

- Was involved as consortium members in 2 other bids with the National Alliance of Capacity Building Organisations (NACBO) with Belonging Matters as the lead agency.
- Met during March and April, with senior staff in Department of Communities and also the Local Member Jackie Trad to secure a share of the ILC bridging funding announced by the NDIA in December. After some months CRU and other information and referral providers were successful and a new service agreement was signed in June 2019. This funding is for a maximum of one year or until we receive ILC funds for these particular activities.
- We continue to discuss alternative income generation strategies but at present, time and energy is being focused on attracting government funding. We are mindful of the cost of state wide travel and are keen to have government subsidy for that component of our work.

The uncertainty of income post June 2019 has flow on effects to other aspects of CRU. As our lease was due at June 2019 we researched and viewed alternatives. None of the alternatives we saw outweighed the challenges of the cost of making good; moving and refurbishing and the length of the lease terms required. As our current landlord was prepared to offer a one-year lease we decided to extend for another year. This promises to be an ongoing issue for us.

We also sought further advice from the employer's association on possible legal and ethical staffing structures after the loss of recurrent government funding.

During the year the board and staff undertook operational planning and reviews. It was helpful and important to look back on what we have achieved given how difficult it has been to plan forward.

Goal 2- Delivery

This goal is about transforming the way people living with disability are valued, included and supported. CRU provides workshops, information and resources, courses and opportunities to connect.

In the first half of 2019 when we had a number of tenders pending and weren't sure if we would have a lot of income, a small amount or no income it was a challenge to stay focused on what we thought would be relevant and useful to people with disabilities and to translate that into some sort of calendar of events. We were only obliged to offer a few workshops between January and June as part of the service agreement but decided to plan more ambitiously with a view to running additional events that would cover their basic costs. This included the development of two new short workshops on implementing

your plan and preparing for review as two low cost options for people and families. These constraints around finances make offering anything outside Brisbane extremely difficult.

Workshops

Numbers attending open general workshops this year were considerably smaller than the previous years. CRU visited all regions delivering 32 events attended by 792 participants. Apart from reduced offerings by CRU which reflected our reduced funding base, the numbers attending the events were also much smaller than usual. It was very unusual that we needed to cancel six events during the year due to low numbers. This trend had been noted in areas that had transitioned to NDIS prior to Queensland so we had anticipated that this could happen. We were concerned that these workshops may have been the last subsidised workshops CRU could offer and sometimes people can be complacent, assuming they can attend next year. We worked hard to encourage people to come, including paying for advertising in newspapers in October.

Five larger events in Brisbane also drew participants from around the state and we were pleased to be able to sponsor some regional families to join us for those, with the assistance of the Disability Leadership project.

In 2013-14 year the state government block funding of CRU was reduced by 30%. As we then took up the large Participant Readiness project for the next four years the impact of this cut was delayed until this year.

As the Participant Readiness project is now finished, the overall number of workshops and participants is much smaller this year than in those four years but compares well to the years prior to that.

While there were less workshops during the year there was not less work but a shift in our way of working including more resource production; more staff involved in that and more targeted training and individual consultations.

You will see from the attached table just how many presenters shared their time and expertise, via CRU, with others this year. Some were paid but many were not. I wish to thank all these people and also acknowledge the many people behind the scenes who helped to make the presentations happen.

| Date | Event | Region | Presenter | Final Numbers | Length |
|--------------|---|----------------|---|---------------|----------|
| 25/07/2018 | Getting to the Heart of What Matters: Training for Support Workers | Brisbane | Suellen Welch | 21 | 1 day |
| 26-27/7/2018 | Facilitation Course 1.5 days | Far North QLD | Catherine Allen | 6 | 12.5 hrs |
| 9/08/2018 | Making the Most of Change: taking charge of the future 1 | Brisbane | Catherine Laherty | 11 | 2.5 hrs |
| 16/08/2018 | Making the Most of Change: taking charge of the future 2 | Brisbane | Catherine Laherty | 15 | 2.5 hrs |
| 22/08/2018 | Getting to the Heart of What Matters: Training for Support Workers | North Qld | Danielle Mason | 6 | 1 day |
| 23/08/2018 | Making the Most of Change: taking charge of the future 3 | Brisbane | Catherine Laherty | 19 | 2.5 hrs |
| 23/08/2018 | Launch: Workforce Innovation Project | Brisbane | Margaret Rodgers | 20 | 2 hrs |
| 13/10/2018 | 7 Steps to Self-Direction | South West QLD | Sharon Bourke | 25 | 1 day |
| 25/10/2018 | Inclusive Education Dinner with Norman Kunc & Emma Van der Klift | Brisbane | Norman Kunc & Emma Van der Klift | 21 | 2.75 hrs |
| 26/10/2018 | Being Realistic Isn't Realistic: Discovering Potential & Realising Dreams | Brisbane | Norman Kunc & Emma Van der Klift | 143 | 1 day |
| 26/10/2018 | 30 Year Celebration Dinner | Brisbane | Sharon Daley, Matt Stone, Mary Condon, Richard Warner, Leanne Burke, Sonia Greenough, Catherine Laherty | 160 | 3.5 hrs |
| 27/10/2018 | Honouring the Past : Embracing the Future | Brisbane | Rhonda Galbally, Marlene Katene, Lindie Brengman & Matt Harvey, Melita Benn & Candy Ezard, Matt Stone & Narissa Neisler | 142 | 1 day |

| Date | Event | Region | Presenter | Final Numbers | Length |
|--------------|--|-------------|---|---------------|----------|
| 29/10/2018 | Inclusive Education: Rethinking Ability & Opportunity (in partnership with Education Queensland) | Brisbane | Norman Kunc & Emma Van der Klift | 87 | 5.5 hrs |
| 2/11/2018 | Making the Most of Change: understanding & Managing your Supports 1 | Brisbane | Catherine Laherty | 2 | 2.5 hrs |
| 8/11/2018 | 7 Steps to Self Direction | Central QLD | Sharon Bourke | 4 | 1 day |
| 9/11/2018 | Making the Most of Change: understanding & Managing your Supports 2 | Brisbane | Catherine Laherty | 2 | 2.5 hrs |
| 16/11/2018 | Making the Most of Change: understanding & Managing your Supports 3 | Brisbane | Catherine Laherty | 0 | 2.5 hrs |
| 4/12/2018 | Getting to the Heart of what Matters | Brisbane | Suellen Welch | 21 | 1 day |
| 20/02/2019 | Getting to the Heart of What Matters | Brisbane | Suellen Welch | 21 | 1 day |
| 26/02/2019 | Making the Most of Change: Managing Your Supports | Brisbane | Jen Mouritz | 12 | 3 hrs |
| 27/02/2019 | Making a Good Start to the School Year Inclusive Education - AM | Brisbane | Lisa Bridle | 31 | 2.5 hrs |
| 27/02/2019 | Making a Good Start to the School Year Inclusive Education - Evening | Brisbane | Lisa Bridle | 14 | 2.5 hrs |
| 1/03/2019 | Attending the Local School: Inclusions That's Good for Everyone | North Qld | Bob Jackson | 44 | 5 hrs |
| 4/03/2019 | Inclusive Education Leadership Dinner | Brisbane | Bob Jackson, Catia Malaquais and others | 24 | 2.45 hrs |
| 6/03/2019 | CRUcial Conversation: A History of Disabilty | Brisbane | Bob Jackson | 51 | 3 hrs |
| 12/03/2019 | Seven Steps to Self-Direction | Brisbane | Sharon Bourke | 22 | 1 day |
| 22/3-24/3/19 | Family Leadership Weekend | Brisbane | Lisa Bridle Margaret Rodgers | 16 families | 3 days |
| 26/03/2019 | VIVA Employment evening | Brisbane | Lisa Bridle, Freya Toussaint, Ruth Faragher, Kimberley Jensen | 17 | 2.5 hrs |
| 27/03/2019 | Making the Most of Change: Managing Your Supports | Brisbane | Catherine Laherty | 7 | 3 hrs |

| Date | Event | Region | Presenter | Final Numbers | Length |
|-------------------|---|----------------|---|---------------|---------|
| 3/04/2019 | Finding My Place | South West QLD | Catherine Laherty | 25 | 5 hrs |
| 8/05/2019 | Getting to the Heart of What Matters | North Coast | Suellen Welch | 17 | 1 day |
| 10/05/2019 | Responding Well to People with 'Challenging Behaviours' and its Messages | South East QLD | Ann Greer | 24 | 6.5 hrs |
| 23/05/2019 | Responding Well to People with 'Challenging Behaviours' and its Messages | North Coast | Ann Greer | 40 | 6.5 hrs |
| 24/05/2019 | Responding Well to People with 'Challenging Behaviours' and its Messages | Brisbane | Ann Greer | 63 | 6.5 hrs |
| 31/05 - 1/6/19/19 | Inclusive Education Masterclass - Building People Power & a Movement for Change | Brisbane | Anita Tang Lisa Bridle, Margaret Rodgers, Maureen Fordyce, Lynn Farrelly | 17 | 2 days |

Courses

CRU was not able to offer as many courses as usual but delivered the Making the Most of the NDIS series once in Brisbane; the Introduction to Facilitation course once in Cairns and a 4-day Leadership course to Bluecare staff on a fee for service basis.

New Projects

The two new one-year projects began on the 1st June. The Families for Inclusive Education project involves the delivery of workshops across the state; peer network development; webinars and online resources. Lisa Bridle leads this project and during June she was joined by Jen Mouritz and Lindie Brengman. This will be externally evaluated by Jane Sherwin.

The Self-Management project, designed to build the confidence and skills of people who wish to manage their own funding, involves the development of peer support networks and delivery of information sessions on self-management in south east Queensland. This work is being undertaken by Catherine Laherty.

Fee for Service arm of CRU

The Board again committed funds to employ a part time consultant to focus on the development and co-ordination of the Fee for Service arm of CRU. Danielle Mason worked in this role from June til December with Meegan Hardaker taking it up from November until June. During this year as the work evolved and we moved closer to full transition to the NDIS this work became more part of our core delivery. We are seeing great examples of people using their NDIS funding to individualise, deepen and enhance their learning.

I thank Danielle and Meegan for their willingness to respond to the ever changing demands of the role including the development of friendly systems for quoting, tracking and invoicing. An important step was the design and release of a brochure and fee structure to advertise our work and also an accompanying flyer with details of how people can spend their NDIS funding with CRU.

After much deliberation we have not proceeded with registration under the NDIS which means that only people who are plan managing or self-managing can use their funding to engage CRU. We will continue to seek grants to ensure that people who are not eligible for the NDIS or whose funds are agency managed can continue to be connected with us.

Under our Fee for Service arm, CRU provided fifteen training sessions for four organisations ranging from half day sessions to four day courses. There were 173 participants in total. I want to thank the presenters who have helped us to respond to these requests including Nikki Portland, Jamie McCaffrey, Bobby Noone and Allison Jones who joined us to share their personal experience

CRU has conducted twenty individual consultations for people with disabilities and their families on a fee for service basis. This term covers a wide range of offerings eg planning conversations, mentoring, facilitating team meetings and circle facilitation.

We have also developed workshops for people in the general community on how to welcome people with disability well.

Resource development

Edition 55 of CRUcial Times was released in October on the theme of what it means to create a home. I want to thank Josey McMahon, Anita O'Brien, Nigel Webb and the members of Independent Youth Housing Group for their contributions and to acknowledge the enduring wisdom of Mike Duggan in the reprint of one of his articles.

I also want to thank Hugh Rose-Miller for his work on the development of this periodical and for his leadership around resource development in CRU more broadly.

In the first months of the year, CRU undertook a strategic project with CSIA to illustrate inclusion as part of their Inclusion Ready initiative. In spite of short time frames a small team made up of Lisa, Jen and Danielle at CRU and Margaret Ward and Greg Harm as contractors developed a series of beautifully illustrated and informative fact sheets on both Inclusive Education and on Employment with a particular focus on getting that first job. These were developed in the first quarter and were ready for release at the October celebrations. In the following months we were able to have the fact sheets translated into Arabic, Vietnamese and simplified Chinese. There was discussion about follow up projects to maximise the use of these resources but unfortunately those projects did not proceed. CRU continues to share the fact sheets through our current work.

The National alliance of Capacity Building Organisations collaborated on a project on self-managed supports last financial year with the launch of the series of self-management videos in late August. CRU had made two of those videos.

(<https://cru.org.au/self-managed-supports-videos>)

August also saw the finalisation of another resource development project with Inclusion Melbourne. CRU had made two videos on Circles of support.

(<https://cru.org.au/cosam-circles>)

Providing Information

There was a steady stream of requests for information during the year via phone calls, emails and visits to the CRU office. These averaged around 18 calls per month, across CRU. A number of these requests were for papers, articles and written information from the Resource Collection.

CRU continues to offer its own publications for sale and additional publications that may be of interest or difficult to obtain. In 2018-19 CRU sold a total of 167 books.

Connecting and linking

In February CRU convened a think tank of new models of support in collaboration with Ann Greer from Community Connection in Townsville.

In March CRU hosted a dinner with people interested in partnering on Inclusive Education, Members of All Means All, the Qld collective for Inclusive Education, teachers, supporters, academics and advocates accepted the invitation. In October, CRU also hosted a dinner with international guests, Norm Kunc and Emma van der Klift the Qld collective for Inclusive Education and interstate guests interested in the topic.

Knowing the value of peer support, we worked with Amparo to link a small number of families from culturally and linguistically diverse backgrounds with more established local families.

Goal 3 - Leadership Development

Each year CRU offers a number of events, designed to provide depth and inspiration to all leaders in our sector.

To mark the thirtieth anniversary of CRU we held a series of three events on the 26th and 27th October 2018. The first event was a day workshop with Norman Kunc and Emma Van der Klift from Vancouver on the topic Being Realistic Isn't Realistic: Discovering potential, Realising Dreams. This was followed by a celebratory dinner that night with a panel of speakers delivering "Impacts, Insights and Turning points – a Tribute to CRU". Our thanks to Mary Condon, Sonia Greenough, Matt Stone who read a reflection penned by Mike Duggan, Leanne Burke, Catherine Laherty and Richard Warner for speaking on behalf of the many people who have connected with CRU in the 30 years.

In the third event on Saturday 27th, Honoring the Past: Embracing the Future, Rhonda Galbally, Marlena Katene, Lindie Brengman and Matt Harvey and Melita Benn and Candy Ezard explored how personal change links with public and collective change. We appreciated their thoughtful presentations, each from the perspective of their own personal contributions to change. Matt Stone and Narissa Niesler did a great job of summarising the messages at the end of the day. Numbers were small but feedback from those who could make it was very positive with people reporting that they felt strengthened by the events. Two small podcasts (now on our website) developed at the event by Nance Haxton helped to capture both feedback from the event as well as the impact of CRU over time.

We also took the opportunity to have our AGM while there were members from regional Queensland and interstate present; launched the Anne Cross Leadership Initiative and hosted a networking dinner on Thursday evening. Capitalising on the visit of our international presenters we also co-hosted a workshop with the Department of Education for parents and teachers on the Monday which was very well attended and well received. I think that meant that we actually had seven events rather than three.

In recent years, CRU has put a particular focus on the development of family leadership, in particular leadership around Inclusive Education and Employment. As senior consultant, Lisa's work had been guided by a two-year plan for family leadership development, cognisant of the end of funding coinciding with the end of the DLP. Given these circumstances, we decided the best use of our time and resources would be deliberate investment in a small group of people identified leaders.

CRU hosted two family leadership events. A family weekend at the Outlook at Boonah in March 2019 was attended by 16 families. Our sincere thanks to the 19 volunteers who made it possible for us to provide childcare under the careful supervision of Sarah Bowman. Our guest speakers were Chloe Friend who shared from her personal experience and parents Sharon Bourke, Anne Leahy, Caroline Friend, Dan Farrelly, and Pam Termont Schenk.

The second event was a Masterclass in May on engagement and campaigning, attended by seventeen people and delivered by Anita Tang with guest presentations by Maureen Fordyce and Lyn Farrell.

CRU has also offered some support to the new organisation, Queensland Collective for Inclusive Education as they work to establish themselves as an independent organisation. A Memorandum of Understanding was signed between the two organisations in December that helped spell out the relationship. Support has involved assistance to develop presentations, and to co-present at events and conferences as well as assisting with printing and catering costs.

Our investment in family leadership for employment was through the Aiming High project which was started in the previous year but continued this year. CRU was involved in recruiting and linking mentors for the high school students who were seeking jobs. Our work on this small project informed our choice of topic for the development of the fact sheets. The project was finalised with a gathering in April 2019 with guest speakers, Ruth Faragher and Freya Toussaint sharing their experience of life as working women, with the students. Kimberly Jensen from Alberta also presented on her work supporting people with disability to get jobs, through the Rotary Employment Project.

This year marked the end of the five-year Disability Leadership Project. This generous private donation has done much to foster family leadership over the years. The advisory group met three times during the year. I wish to thank Jeremy Ward (Chair), Narissa Niesler, Gerhard Tromp, Annette Carrigan, Leah Tabrett, Rebecca Murphy, Bianca Gamble for their commitment during the life of this project.

This year marked the beginning of the Anne Cross Leadership Initiative. During the year time was devoted to the development of principles and guidelines and a MOU with Uniting Care. The establishment of this project was informed by our thinking and learnings from the DLP. The initiative was launched in October at the anniversary

celebration dinner and a decision made to invest in the production of five podcasts on grassroots change and leadership in the first year. Josey McMahon, Leanne Burke, Anne Cross, Kevin Cocks and Margaret and Jeremy Ward accepted the challenge of being interviewed for this project and we are indebted to them for their generosity and preparedness to share their stories. I also want to thank Hamish Sewell and Nance Haxton for their work on production; Matt Stone for his contribution as MC; Catherine Laherty for providing the links throughout and Lesley Chenoweth and Karin Swift for their reflections in the seventh and final podcast. I want to acknowledge the work of Hugh Rose Miller who carried out many roles through this project and was instrumental in ensuring that it was completed at such a high quality. The podcasts were launched in May and have received very positive feedback. Planning for the 2020 activities also began in May.

Goal 4 - Partnerships

During the year CRU continued to be a member of:

National Alliance of Capacity Building Organisations (NACBO) – CRU has continued to collaborate with five capacity building organizations from around Australia, namely: Belonging Matters from Victoria, Family Advocacy: Resourcing Inclusive Communities from New South Wales, Julia Farr - Purple Orange from South Australia, Imagine More from ACT and Valued Lives from Western Australia.

The alliance met face to face in September, November and March and met by phone at other times. The alliance developed a website during the year and also released a statement on the topic of Self-Management. In March all six organizations were successful in the ILC round for Disabled People and Family Organizations (DPFOs) and in that committed to working together on measuring the outcomes of capacity building over time.

CRU Board Director Josey McMahon has travelled with Marg to represent CRU this year. The formalisation of this alliance has also strengthened other topic based collaborations between members. For example, this year, members attended our October celebrations and Lisa and Marg travelled to Sydney to meet with two of the organizations about inclusive education initiatives. Overall the sharing of ideas, information, resources and moral support has been invaluable to our work.

We collaborated with other organizations:

Department of Education Queensland invited CRU to provide feedback and partner with them on a number of initiatives. The Department of Education and CRU also co-hosted a day in October, with international presenters Norman Kunc and Emma Van Der Klift on Inclusive Education for families and teachers. The Autism Hub continued to be generous in sharing their resources.

Uniting Care maintained their investment in staff training again this year sending 90 staff to a two-day foundation course.

CRU has been a member of the **International Initiative for Disability Leadership** (IIDL) since 2011. In December 2018 Marg and Sue Tape attended the first national IIDL gathering in Melbourne and Marg became a member of the Australian Reference group early in 2019 with the first meeting held in May.

In September CRU completed their role in a reference group with **Multicultural Development Association** and **Diverse Works** on NDIS Sector readiness for the CALD Community.

We were delighted that **QDN** was granted a short extension to the Getting on the Grid project. The steering group met for the last time in August 2018.

In 2018-19 CRU also formed new alliances:

Amergin approached CRU in April about a potential partnership in the provision of training for the Quality and Safeguards Commission in April. After some negotiation, the tender was submitted in May with CRU's agreed role to be that of steering group member. The application was successful with the project beginning 1st July. Marg represents CRU on that group.

It is slower and more complex to work with others but we are committed to this strategy as the benefit to what we can offer and the scale and reach we can achieve is greatly Increased. This also helps to increase our visibility and raise our profile which are important issues for CRU at this time of change.

CRU was represented at meetings and consultations with:

- Thriving Communities Partnerships Victoria.
- Western Australia Individualised Services (WAIS)
- Carers Queensland LACs
- DeLoitte (Education consultants – post review follow up)
- My Supports WA
- Project Search team from Cincinnati
- Down Syndrome Association Qld
- Premiers Christmas Cabinet Reception
- University of Melbourne
- Workability
- Inclusion Ready
- Quality and Safeguarding commission
- Autism Hub planning session
- Plumtree NSW

Goal 5 - Identity

Our concern as we transition to new ways of operating and new potential funding bodies is that as a small Queensland organisation we are not visible enough. We have worked to increase our visibility and reach during the year. We are also concerned that the adoption of particular projects can shift people's perception of who and what CRU is and stands for. We are proud of our unique position of being a place for people with disabilities, their family and friends and their allies who work in paid roles. As our funding base changes we are unclear how we will continue to fund this diversity, however CRU was formed by and for people with disabilities, families and workers from the sector and we remain committed to this vision of providing a place for all stakeholders.

Communication with our constituents about the changes has been a priority this year as we have tried to be honest and open about the risks without causing alarm or a reduction in the confidence of potential funders. We appreciated the positive and supportive response to our email updates in early 2019.

The importance of communication via Facebook and the website increases each year. During this year we estimate that we reached over 17000 people through our websites (though of course these are not all individuals) and our reach was further extended with 115 Facebook posts to our 1589 followers.

It is part of CRUs mission to challenge what is not in the best interest of people with disability and each year we commit time and resources to trying to influence systemic change. During this year, this work also included raising awareness of the critical role capacity building organizations such as CRU play and the danger of them being lost through poor communication between governments and mismanagement of funding timelines.

During the year:

- Josey McMahon and I met with the Federal Opposition Leader's advisor in Melbourne in March
- I continued to be a member of the Queensland Transition Advisory group, advising Minister Coralie O'Rourke on state issues in the transition. Catherine and I attended briefing meetings with the NDIA for QTAG members in November, February and May.
- Our meetings with the NDIA at a local level included an update to their staff on the LAC training developed by CRU in 2015/16.
- In May, CRU was given the opportunity to provide feedback on the transition period to nine senior NDIA staff. Catherine and I delivered that feedback.

- I was invited by the Independent Advisory Council to a meeting with the employment taskforce in January in Sydney.
- Lisa, on behalf of CRU contributed a number of written responses to consultations conducted by the Department of Education including their review of behaviour management policies and enrolment to special schools.

Conclusion

To sum up 2018-19 we are still here but we are still fragile.

30th June 2019 had been a key date in CRU's calendar for the previous three years. We had planned carefully for the end of state government funding but despite our efforts, it was the end of March before we secured any income for the following year.

While it was a huge relief to secure new funding, the downside is that there is now quite a lot of income, requiring a high number of workshops and deliverables and it is all just for one year. This means that the uncertainty remains and the need to respond to every possible new funding source has to be a priority while we are also working extremely hard to meet the new commitments.

Our ability to determine our own course is reduced at this time but we firmly believe that we can still make choices about what we do and how we do it.

In 2005 Mike Duggan once wrote ...

"So, what is CRU? For some of us CRU is a 'place of space' — where listening, allowing and accepting (however difficult) is the 'beginning space' for conversations. For others of us, CRU is a 'place of the heart' — where compassion and support (however imperfectly) are offered.

For yet others of us, CRU is a 'place of hope' — where possibilities and small movements forward are entertained (however briefly) somewhere in a day. And perhaps, most importantly, CRU continues to aspire to be a 'place of courage'. Not courage in the dramatic and heroic sense, but more the courage of persistence and perseverance. The courage that it takes to put forward a challenging set of values and then in daily life to try to be somewhat true to them.

*For, in the final analysis, CRU has been respected and supported for a long time because of who we have tried to **be** as much as for what we have tried to **do**. An authentic 'quality of being' is the invisible foundation for any Organisation that seeks to make a difference in the world. Perhaps ultimately CRU is a 'place of friendship'. **From the President, Crucial Times 24, November 2005***

I want to finish by expressing my gratitude to the many, many people who have journeyed with CRU through this difficult year. Some of them are mentioned here by name and many others are not. So many people have contributed to and benefited from the work of CRU in the past thirty years and we remain committed to doing everything we can to be here, relevant and useful into the future.

Margaret Rodgers

CEO

2018-2019



Expanding Ideas; Creating Change

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