



*Expanding Ideas; Creating Change*

# **Annual Report**

## **2019 - 2020**

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*Expanding Ideas; Creating Change*  
**Community Resource Unit Ltd**  
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## **our vision**

**full and meaningful lives for people  
living with disability**

## **our mission**

**we inspire, challenge and equip people  
to embrace ideas, to take action and to  
build a movement for change.**

This Annual Report covers our activities and performance for the period  
1 July 2019 to 30 June 2020



## thriving

CRU will be a sustainable organisation which delivers on its vision and values.

## delivering

CRU will work with individuals, families, organisations, allies and the wider community to deliver on our mission.

## learning

CRU will continue to improve our work and seek out new ideas.

## Governance and Management of CRU

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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

### Board

Fletcher Tame, Chair  
Josey McMahon, Secretary  
Narissa Niesler  
Luke O'Sullivan  
Gerhard Tromp  
Sherryn West

### Stewardship Group

Leanne Burke  
Lyn Farrell  
Bobby Noone  
Pam Spelling  
Tony Swords  
Richard Warner

### Staff

CEO, Margaret Rodgers  
Senior Consultant, Lisa Bridle

Consultants  
Sharon Bourke  
Lindie Brengman-Harvey  
Meegan Hardaker  
Catherine Laherty  
Danielle Mason  
Fiona Moore  
Jen Mouritz  
Tracy Pate  
Ainsley Robertson  
Hugh Rose-Miller  
Suellen Welch

Administration & Finance  
Sonia Brown-Diaz  
Kathleen Fleming  
Kim Jensen  
Mercy Kyosiimye  
Janene Parsons  
Kerrie White

## Director's Report

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The year just gone held several significant events for people with disability, their families and paid supporters. The NDIS reached full implementation across Australia. The Disability Royal Commission entered its' second year. Tragically, a woman named Anne-Marie Smith died in appalling circumstances in Adelaide; whilst receiving funded, daily support in her own home. COVID-19 changed almost everything, for everyone. These are just some of the events that occurred over the past twelve months.

For CRU - like many organisations and individuals in our community - the year held many challenges. And yet, these challenges were faced, and with some struggle, we continued to adapt and grow.

To clarify our direction, our CEO Marg Rogers and the Board did some strategic planning late last year and determined to focus on CRU Thriving, Delivering and Learning. That meant that we wanted CRU to be financially sustainable, but with vision and values; to keep working with individuals, families, paid supporters, allies and the wider community; and to improve our work and seek out new ideas. These themes were reflected in our work this year.

12 months ago, we had literally turned the corner from contemplating potential closure to securing three Information, Linkages and Capacity-Building (ILC) contracts and our Qld State government Education contract. However the downside was that these were all only one year contracts and we still had no income past mid 2020. Also, our direct 'fee for service' work with individuals and families continued, as people looked for ways to improve the quality of their supports and control over them. And so, our journey away from the security and flexibility of year-to-year block funding, to something more diversified and temporary had begun, and while daunting, we embraced it.

Like some of our ILC funding that was secured through partnership, we have this year also continued our partnership with Staffing Options, our shared goal being to deliver accredited training through a Registered Training Organisation of our own, Crucial Training Options. This is, again, something new for CRU but something we believe will enable us to strengthen our work, reach more people as well as provide a stream of revenue that is not government funded.

CRU's presence and leadership continued this year in many different forums and on important issues. I will highlight only a few here. Marg participated in 2019's International Initiative for Disability Leadership (IIDL) in North America, where we both represented CRU. Marg, consultant, Jen Mouritz and I attended the IIDL Australian network meeting in November 2019 and Marg is a member of the IIDL Australian reference group. At a National level, CRU's role and work with National Alliance of Capacity - Building Organisations (NACBO), continued, including a submission to The Disability Royal Commission on 'Home'. Senior Consultant, Lisa Bridle, addressed the Royal Commission on education. CRU collaborated with Amergin and the Richmond Fellowship to develop resources about the NDIS Quality and Safeguards Commission.

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Highlights of our core work included the Families for Inclusive Education project and the Self-Management project that supported individuals, families and peer networks in South-East Queensland. It was also a year of developing some high-quality resources. Marg will tell you more about the team's work this year – it is impressive.

CRU's work was evaluated extensively this year – something we will see more of in the future, given our own intent to not just do, but do well. Furthermore, outcomes are expected from funding bodies and the wider community. Broadly speaking, the evaluation results show a high level of satisfaction with CRU's work, which the team can justifiably be proud of and continue to build on.

With Marg, it is the CRU team who have delivered these results and on behalf of the Board I gratefully acknowledge and thank them for their passionate commitment to the work of CRU.

I also acknowledge Marg, our CEO, for her leadership, creativity & support over the past year. I acknowledge too the Stewardship Group who have provided guidance and wisdom to our activities again. And of course, the Board who have governed CRU this year. There are Board meetings, sub-committees, special projects, and most of all volunteered time that go into these roles and I can't thank them enough for their support this year. In acknowledging them, I salute Luke Sullivan, who, after five years, is leaving the Board to reclaim some time for family & other things. Thanks for your contribution Luke- it has been much appreciated.

Like Luke, I am also leaving the Board. It has been my privilege to work alongside so many dedicated and talented people in the pursuit of something meaningful. I am excited that with change comes opportunity. A rejuvenated Board leading a more independent organisation, will deliver diverse and impactful work, even in the most trying of times. I know CRU will continue to grow in the years ahead, thanks to its' members, staff, CEO and Board but also the many collaborators and like-minded people sharing the journey with us.

**Fletcher Tame**

Chairperson 2019 - 2020



**2019 – 2020 – a snapshot**  
(Left to right, top to bottom):



FFIE Building Strong Peer Networks.

Workshop with CYDA on the Disability Royal Commission, Online workshop; Responding Well to People with Challenging Behaviour.

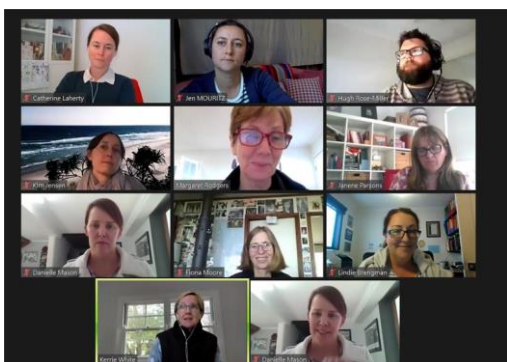


FFIE resources Dreaming Big, Standing Strong, CRU Office Manager Kim Jensen taking delivery of the resources from the print shop, and another FFIE resource; Building Belonging in the School Community.

We farewelled Bobby Noone after 9 years at CRU, Rodney Mills presenting at a CRU workshop.



CRU Team Meeting – work from home style, Updated version of I Choose Inclusion, CRU Leadership Retreat.





## Finance Report

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The 2019/2020 financial year will for the most part be remembered as the COVID-19 year. CRU like many individuals, families and businesses was and is impacted with the lock down and subsequent restrictions. Events were cancelled, staff worked from home and how information and services were delivered changed.

I take this opportunity to acknowledge Margaret for her leadership and all the staff for their commitment, resilience and flexibility in continuing to deliver on the work of CRU. I acknowledge the flexibility of funders enabling the negotiation of deliverables as a consequence of the lock down and restrictions.

The financial statements represent the year financially and include the cashflow boost from the Australian Taxation Office and the introduction of three new accounting standards. The Australian Accounting Standards Board (AASB) 16 - recognition of lease liabilities. This is evidenced by the inclusion of the office lease as a current and non-current lease liability. See Note 9, page 11 of the Financial Statements. The AASB 1058 and AASB 15 Income and Revenue Standards have also been interpreted and adopted. The recording of the cashflow boost is a consequence of this. See Note 1, page 7 of the financial statements.

As disclosed in previous years CRU has drawn on the retained funds to assist in implementing its strategies and this year continued its commitment to those. The net result of this and activities for the year is presented as a surplus in the financial statements for the year ended 30<sup>th</sup> June, 2020 of (\$9,931) in comparison to (\$212,087) in the previous year. The financial statements reflect the story of CRU financially from year to year.

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 a very different year from those previously but as CRU has itself shown its resilience, I am confident that it will continue to do so.

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

**Sherryn West**

Finance Chairperson 2019 – 2020

**COMMUNITY RESOURCE UNIT LTD  
STATEMENT OF PROFIT AND LOSS  
YEAR ENDED 30 JUNE 2020**

|                                  | Note | <u>2020</u><br>\$ | <u>2019</u><br>\$ |
|----------------------------------|------|-------------------|-------------------|
| <b>INCOME</b>                    |      |                   |                   |
| Revenue                          | 2    | 1,382,034         | 851,687           |
| <b>TOTAL INCOME</b>              | 1(f) | <u>1,382,034</u>  | <u>851,687</u>    |
| <b>EXPENDITURE</b>               |      |                   |                   |
| Cost of Sales                    | 4    | 170,733           | 198,809           |
| <b>GROSS PROFIT</b>              |      | <u>1,211,301</u>  | <u>652,878</u>    |
| Administration Costs             | 3    | 107,551           | 74,053            |
| Depreciation                     |      | 12,357            | 6,942             |
| Employee Benefits Expenses       |      | 970,676           | 686,481           |
| Motor Vehicle Expense            |      | 1,358             | 2,502             |
| Interest Expense                 |      | 439               | 9                 |
| Other Expenses                   |      | 8,323             | -                 |
| Occupancy Expenses               |      | 100,666           | 94,979            |
| <b>TOTAL EXPENDITURE</b>         |      | <u>1,201,370</u>  | <u>864,966</u>    |
| <b>SURPLUS BEFORE INCOME TAX</b> |      | 9,931             | (212,087)         |
| Income tax expense               | 1(b) | -                 | -                 |
| <b>SURPLUS AFTER INCOME TAX</b>  |      | <u>9,931</u>      | <u>(212,087)</u>  |

**COMMUNITY RESOURCE UNIT LTD**  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30 JUNE 2020**

|                                      | Note | 2020<br>\$       | 2019<br>\$     |
|--------------------------------------|------|------------------|----------------|
| <b>ASSETS</b>                        |      |                  |                |
| CURRENT ASSETS                       |      |                  |                |
| Cash Assets                          | 5    | 1,572,321        | 733,394        |
| Trade Debtors                        |      | 87,824           | 32,344         |
| Inventory                            |      | 18,151           | 17,072         |
| Other assets                         |      | 7,958            | 53,166         |
| <b>TOTAL CURRENT ASSETS</b>          |      | <b>1,686,255</b> | <b>835,976</b> |
| NON-CURRENT ASSETS                   |      |                  |                |
| Plant and equipment                  | 6    | 11,494           | 17,063         |
| Right of Use Assets                  | 6    | 366,723          | -              |
| <b>TOTAL NON-CURRENT ASSETS</b>      |      | <b>378,217</b>   | <b>17,063</b>  |
| <b>TOTAL ASSETS</b>                  |      | <b>2,064,472</b> | <b>853,040</b> |
| <b>LIABILITIES</b>                   |      |                  |                |
| CURRENT LIABILITIES                  |      |                  |                |
| Trade and other payables             | 7    | 1,011,679        | 193,566        |
| Provisions                           | 8    | 165,008          | 113,312        |
| Lease Liability                      | 9    | 126,920          | -              |
| <b>TOTAL CURRENT LIABILITIES</b>     |      | <b>1,303,607</b> | <b>306,879</b> |
| NON-CURRENT LIABILITIES              |      |                  |                |
| Provisions                           | 8    | 16,033           | 52,754         |
| Lease Liability                      | 9    | 247,030          | -              |
| <b>TOTAL NON-CURRENT LIABILITIES</b> |      | <b>263,063</b>   | <b>52,754</b>  |
| <b>TOTAL LIABILITIES</b>             |      | <b>1,566,670</b> | <b>359,632</b> |
| <b>NET ASSETS</b>                    |      | <b>497,802</b>   | <b>493,407</b> |
| <b>MEMBERS' FUNDS</b>                |      |                  |                |
| Accumulated surplus brought forward  |      | 257,378          | 469,465        |
| Capital Reserve                      |      | 236,029          | 236,029        |
| Reserves                             |      | 6,839            | -              |
| Adjustment (lease security deposit)  |      | (12,375)         | -              |
| Surplus/(Loss) for the year          |      | 9,931            | (212,087)      |
| <b>TOTAL MEMBERS' FUNDS</b>          |      | <b>497,802</b>   | <b>493,407</b> |



After many years of concern about our ongoing financial viability, the 2019-2020 year took a slightly different twist. All of our planning and forecasting was focused on 30<sup>th</sup> June 2019 which marked the end of many years of state government block funding. Some income was finally secured in April 2019 with one-year grants from the NDIA, the Queensland Department of Education and ILC bridging funding, administered through the Department of Communities. While not all expected, this was all very welcome and brought with it some different challenges.

Having quite a lot of money for the year meant we needed to deliver a lot of work while maintaining our quest for more secure funding.

Recruitment and long term planning to carry out the work was impacted due to its short term nature.

The NDIS has brought new opportunities for some people and further entrenched the isolation and anxiety of others. Assisting people to make the most of this opportunity and to help them find its rightful place in their lives, remains core work for CRU.

Across this year we experienced a gradual transition from block funding which had covered the core costs of CRU for many years, to now relying on time limited projects which are tendered for in advance.

We know that we cannot afford to be complacent. The ILC funding which makes up the majority of this income will now be administered by a different government department and we expect different priorities as a result of this. In the midst of this economic recession brought about by the global pandemic, we expect that the availability and dispersal of government funding will change.

The change to how we work behind the scenes is significant and has consumed a lot of time and energy this year. We are keen to do the work that is required there so that people with disabilities and families can continue to access as easily as possible the information, encouragement, hope and inspiration that they look to CRU for.

In spite of the complete lack of certainty, during October and November the Board engaged in strategic planning for the next three years and set three new goals. This report will reflect our progress in meeting those goals during the year. No report for 2019-2020 would be complete without particular mention of the adaptations required from March to June in response to the COVID-19 pandemic.

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## thriving

**CRU will be a sustainable organisation which delivers on its vision and values.**

**CRU brings together many people in many different ways.**

During the year the **staff team** welcomed Fiona, Mercy, Ainsley, Tracy and Sonia to join Lisa, Lindie, Hugh, Catherine, Jen, Kim, Janene, Kerrie, Kath, Meegan and Danielle. Within the year, we also farewelled Fiona, Mercy and Meegan.

CRU's staffing model is changing to meet the new style of working and this year Sharon transitioned from being a contractor to a casual employee. Tracey, Ainsley, Jo and Suellen were also engaged on a casual basis.

As a small organization we rely on **contractors** to take up various pieces of work. We are fortunate to have committed and reliable contacts in both programmatic and non-programmatic areas and I want to acknowledge the contribution they each make to CRU's work.

Apart from the regular Board meetings, the **Directors** are actively engaged in additional sub-committee work and planning and represent CRU at the national alliance meetings. Their active involvement has been invaluable to me as CEO through the year.

The **Stewardship** group met in August and also attended the Leadership gathering in October and then participated in the strategic planning process that followed. We thank them for their ideas, suggestions and support as a sounding board to the Directors and CEO.

There are countless other **supporters** who share their stories and experience on behalf of CRU, respond to our requests to support others and promote our work. They are a critical part of what makes CRU work. I wish to extend a huge **thank you** to the many, many people who have connected, encouraged and supported us this year.

### Partnerships

The National Alliance of Capacity Building Organisations (**NACBO**) has been operating for five years. Membership of this group has strengthened our work significantly. Three of the ILC bids are with members of this consortia.

The alliance met face to face in Melbourne in October, November and February and met by zoom at other times. The alliance produced a statement on the meaning of home which was sent to the Disability Royal Commission and is also available on the [NACBO website](#). During the year, the alliance worked together on measuring the outcomes of capacity building over time, the results of that survey were very positive and there is

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further detail in [Table 1](#). This shared evaluation work will continue as part of the future projects.

CRU has been a member of the International Initiative for Disability Leadership (**IIDL**) since 2011. In November 2019, Jen and I attended the national IIDL gathering in Melbourne and I continued as a member of the Australian Reference group.

In September I represented CRU at the **IIDL exchange on Self Direction** in Boston. This was hosted by the Human Services Research Institute (HSRI) and Applied Self-Direction (ASD) on the topic of International Advances in Self-Direction. Over 2 days, participants from Australia, UK, New Zealand and 7 states of the USA discussed various aspects of self-direction and personalised budgets. An article on international advances in self-direction has been developed following the exchange but has not yet been published. This was followed by a 2 day international gathering in Washington. Fletcher, as a Director of CRU was partially subsidized to attend the same gathering and together we attended a dinner with family leaders from Ireland, Canada, Argentina and New Zealand.

CRU joined the Australian Coalition for Inclusive Education this year and remained a member of the QLD Transition Advisory Forum.

### **We collaborated with other organizations**

In collaboration with **Amergin**, **QDN** and **Richmond Fellowship**, CRU was a member of the **Everyday Practice** Steering group during the year. This project was funded by the NDIS Quality and Safeguards Commission.

**Uniting Care** maintained their investment in staff training again this year sending staff to a two-day foundation course initially developed by CRU in 2015.

CRU worked with **Amparo** and **SUFY** to offer Leadership and Governance training for the advocacy community.

### **Government funding**

CRU was successful in securing **Information Linkages and Capacity Building** funding (ILC) both individually and as part of consortia:

- Information provision, "My Home: My Way" as part of a consortia. This work began in November 2019 and will continue for 3 years.
- Individual capacity building work. This work began in April 2020 for 3 years. This is specific to CRU and will cover the cost of continuing some of what we have regarded as our core work.
- Economic participation "From School to Work project" as part of a consortia. The start of this work was delayed until 1<sup>st</sup> July 2020 and will continue for approx. 3 years.
- The ILC self-management project finished at the end of May.
- The contract with Department of Education was varied twice within the year and finished on 30<sup>th</sup> June. In late June, we secured a second year of funding.
- The ILC Bridging funding finished at 30<sup>th</sup> June.

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## Income generation

CRU continued its fee for service activities with individuals, organisations and community. During the year CRU also explored with Staffing Options the benefits of partnering to deliver accredited training. In February, the Board made a commitment to a shareholder agreement and deeper exploration of this idea with a view to committing CRU reserves to this venture. Crucial Training Options was registered as a company in April and a shareholder agreement between CRU and Staffing Options was finalized in May.

CRU has been at 43 Peel Street for 10 years and in June renewed its lease for another 3 years, and took on the tenancy next door.

## People

### Presenters

Catherine Allen  
Ann Greer  
Rodney Mills  
Jane Sherwin  
Bridget Wickert

### Contractors

Josh Boothman  
Brendon Donohue  
Jon Eastgate  
Steve Gould  
Cinta Graves  
Greg Harm  
Jim Haywood  
Pauline Heaney  
Paul Hebinger  
Natalie Palelei  
Paxton Hall Lawyers  
Margaret Ward

## Partnerships & Memberships

National Alliance of Capacity Building Organisations, NACBO

Australian Coalition for Inclusive Education, ACIE

International Initiative for Disability Leadership, IIDL – Australian reference group

Better Practice project with Amergin, QDN and Richmond Fellowship

Qld Transition Advisory Forum

Collaborative workshop delivery with Children and Young People with Disability Australia, CYDA

## Income

### Government Funding

Department of Education Qld

Information, Linkages and Capacity Building (ILC) funding via NDIA and Department of Communities - both individually and as consortia members.

### Income Generation

Establishment of Crucial Training Options, CTO – in partnership with Staffing Options.

Work with:

**25** individuals

**8** organisations and

**2** community groups on a fee for service basis



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## delivering

**CRU will work with individuals, families, organisations, allies and the wider community to deliver on our mission.**

### Events [see Table 2](#)

Our challenge during 2020 has been to combine the work from all these various funding streams with the Fee for Service arm to serve people with disabilities and their families in a way that is comprehensive, coherent and useful.

CRU delivered 88 workshops around the state during the year. We had 1615 registrations for these events. Please note this does not equate to 1615 individuals as many people attend more than one event.

The number of parents attending is significantly higher than previous years which is a reflection of the scope and scale of the Families for Inclusive Education project.

As the majority of our income shifted to focus on resourcing people with disabilities and their families, we were pleased to maintain our contact with over 300 workers and we will be working on ways to continue to resource them in the coming year.

We were able to modify and offer some of our workshops as online events between late March and June. This met the needs of some people but remains a steep learning curve.

### Projects

Two one-year projects began on the 1<sup>st</sup> June 2019. The **Families for Inclusive Education** project involved the delivery of workshops across the state; peer network development; webinars and online resources to build the capacity of families to advocate for, nurture, and sustain their child's successful participation in inclusive education. Lisa Bridle leads this project and was joined by Jen Mouritz, Lindie Brengman, Hugh Rose Miller, Sonia Brown-Diaz, Fiona Moore all part-time, and Tracey Pate and Ainsley Robertson as casual staff. This project was externally evaluated by Jane Sherwin. [See further results below.](#) We were pleased with the numbers of parents attending and feedback reflected that families felt more informed and confident as a result of the project.

The **Self-Management** project, focused on south east Queensland was designed to build the confidence and skills of people who wish to manage their own funding. It involved the development and facilitation of 4 peer support networks, facilitation training and the delivery of twelve information sessions on self-management, three of which were online. We used the **Organisational capacity building** resources included to host a "futures" workshop and engage leaders and emerging leaders in the strategic planning of CRU. This project was undertaken by Catherine Laherty and will be continued through the individual capacity building work.

This work was externally reviewed by Jon Eastgate of gg Consulting and further details are [below](#).

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### Fee for Service arm of CRU

CRU conducted 25 **individual consultations** for people with disabilities and their families on a fee for service basis. This term covers a wide range of offerings with people engaging CRU to assist with planning, help prepare for Plan Reviews, facilitate Circles of Support and deliver staff training. This is a combination of short term and long term engagements.

We are seeing great examples of people using their NDIS funding to individualise, deepen and enhance their learning. Seven organisations engaged CRU on specific projects and we also offered a small number of workshops under this stream.

This initiative was reviewed late in the year and gave very useful feedback and recommendations for growth in this area.

Meegan and Danielle shared this part-time role during the year.

### Resource development

Editions 55 and 56 of **CRUcial Times** were published this year, both on the theme of creating a home.

The **Inclusive Education** project undertook significant resource development, particularly when they were unable to deliver face to face workshops in the last quarter. I Choose Inclusion was republished; Building Belonging in the School Community (social roles in schools); School Life is more than Academics (case studies) Building Friendships; Partnering with Families (for school personnel); Is the Adjustment Inclusive? Individual Plans Explained; Assistive Technology (tip sheets), Talking with Friends – Claire’s PODD squad (video case study). [See the resources page on the CRU website](#)

### Providing Information

There were 238 **requests for information** during the year via phone calls, emails and visits to the CRU office. A number of these requests were for papers, articles and written information. Some of the calls are short just seeking some information, while others welcome the opportunity to talk through their own situation at more depth. We have some funding to provide this through the various projects, in particular for people who are not NDIS participants or who are agency managed, and we are also happy to discuss the provision of this service on a fee for service basis for those who are self-managing and plan managing.

CRU continues to offer its own **publications** for sale and additional publications that may be of interest or difficult to obtain. This year, CRU sold a total of 58 books.

The two websites play a key role in our communications and we were able to upgrade our accessibility during the year. [www.cru.org.au](http://www.cru.org.au) and [thegoodlife.cru.org.au](http://thegoodlife.cru.org.au)

Hugh Rose-Miller plays a critical role in information provision and resource development for CRU.

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### Connecting and linking

CRU played a role in bringing people together in a variety of ways. The two new projects had **peer support strategies** where people were linked in a semi-formal way and **training in facilitation** was offered to people who felt they could take on that role.

There are 3 **peer support groups** operating on the topic of self-management and a network of peer supporters for inclusive education. We have been pleased to see **people connect with each other**, even through on-line workshops.

CRU also hosted dinners and lunches and continued to connect people in more individualized ways.

### Leadership

We undertook planning for the **Anne Cross Leadership Initiative**, however our plans to engage an international speaker for a **masterclass** were unsuccessful, and our Plan B to sponsor a group of families to attend a **national conference** was also thwarted. Uniting Care agreed to a suspension of the initiative this year and an extension to the overall timing.

We were able to use unspent leadership funds to support 30 parents from across Queensland to attend the **Illume Australian Inclusive Schooling Conference** in Brisbane in March.

We created an opportunity for providers to gather for a conversation with the NDIA on more **creative housing options**.

For the first time in many years, CRU did not have a dedicated position for leadership development. While we have **embedded leadership development** strategies through all of our work we are conscious of the gap and keen to regain this focus when time and resources allow.

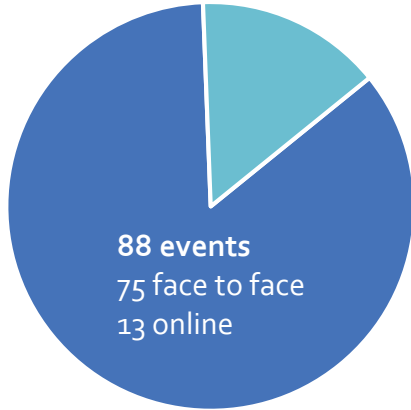
It is part of CRUs mission to challenge what is not in the best interest of people with disability and each year we commit time and resources to trying to **influence systemic change**.

During the year we engaged with the **Disability Royal Commission** into Violence, Abuse, Neglect and Exploitation of people with disability. I was invited to a **consultation** in Melbourne in July and Lisa gave information at the Townsville hearing on Education. We also **partnered with CYDA** to run a workshop in February on preparing submissions and attended a day with advocates in December.

Some team members were engaged on particular projects, while others worked across the whole organisation, responding as needed to an ever changing workplace. I want to thank all the staff for their flexibility and commitment during the 2019/2020 year.

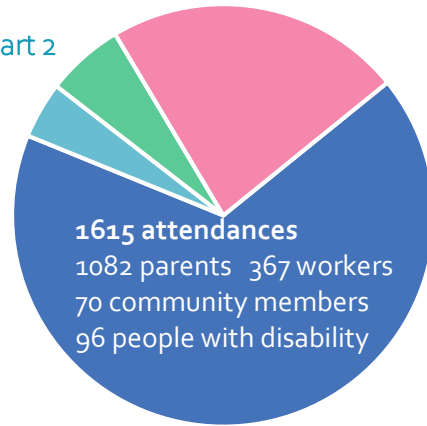
# Events

Chart 1



■ Face to Face   ■ Online

Chart 2



■ Parents   ■ Community members  
■ People with disability   ■ Workers

## Projects

Families for Inclusive Education, FFIE  
June 2019 – June 2020

Self-Management Project  
June 2019 – May 2020

My Home : My Design  
December 2019 – 2022

## General core work

ILC Bridging funding  
July 2019 – June 2020

Individual Capacity Building  
April 2020 - 2023

## Resources

**58** books sold

**2** editions of Crucial Times published

### Inclusive Education Resources

- I Choose Inclusion (revised)
- Building Belonging in the School Community
- School Life is more than Academics
- Building Friendships
- Partnering with Families
- Is the Adjustment Inclusive?
- Individual Plans Explained
- Assistive Technology (tip sheets)
- Dreaming Big: Standing Strong

## Presentations

Queensland Association of Special Education Leaders

Education staff, Toowoomba

IIDL Australian gathering

Multicultural Australia

Autism Treehouse Conference

QUT Inclusive Education Masters students

**2** presentations at the Illume Conference



## Invitations

**To participate in:**  
IYHG strategic planning.

NDIS outcomes workshop with scheme actuary.

Co-design of Self-Management Hub with CDAH and Growing Space.

DANA re the Disability Royal commission.

**To contribute to:**  
Inclusion Melbourne re Circles of Support and Microboards.

Boosting Local workforce – complex conversations.

NDIA - re education to employment

Disability awareness training TIS interpreters

National roundtable on Inclusive Education- advocacy groups, unions, education departments.

## Change & Strategy

Presented information to Disability Royal Commission (DRC) Hearing on education, Townsville.

Liaison with DRC staff.

Quarterly meetings with Department of Education, Qld

Signatory to open letter to national cabinet re: needs of people with disability and COVID-19.

## Linking & connecting

**4** peer networks formed on self-management. Facilitation training offered.

Investment in gathering of **58** parents from across Qld to develop peer support for inclusive education.

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## Leadership Development

**55**

attendees at Leadership Event looking at CRU's future

**2**

people with disability sponsored to attend Leadership and Governance training externally

**30**

parents of school aged children from across the state supported to attend Illume Conference on inclusive education

**IIDL**

CRU staff member Jen Mouritz sponsored by NDIA to attend national gathering. CRU involved in content development and design for Australian gathering

## Communicating

**13**

Emails out during lockdown:  
[Hope, Inspiration and Information](#)

**4**

FFIE newsletters

**[www.cru.org.au](http://www.cru.org.au)**

website updated for improved access

**29,000**

website hits

**2000**

facebook followers

**238**

requests for information or a deeper conversation

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## learning

### CRU will continue to improve our work and seek out new ideas.

CRU has always sought feedback after events and in recent years has conducted a biennial survey to gauge satisfaction and feedback about our activities. While people tell us that **our work makes a difference**, it is hard to prove. In September, as part of the National Alliance we designed and launched a survey to measure the impact of capacity building over time by each of the six organisations. Given this, we conducted a shorter **biennial survey** in November.

CRU also engaged external reviewers to assist us to **measure the impact of our work** in the Families for Inclusive Education project, the Self-Management project and to review the Fee for Service arm of the organization.

The feedback was generally very **positive and affirming** of our direction. We thank people for taking the time to fill out surveys and those who agreed to be interviewed. I also want to thank Jon Eastgate, Jane Sherwin and Jim Haywood for their assistance with the reviews.

The shift in funding has also meant a shift in auditing requirements. CRU is not a registered provider with the NDIA and in the absence of any clarity about what would be required of us, we decided to maintain our ISO accreditation. We were **successfully reaccredited** under ISO 2015 in January 2020.

In the interests of extending our knowledge and understanding, CRU has invested in the **development** of both Board Directors and staff during the year. The more significant investments in terms of time and resources include the director's subscription to online resources and five staff attended the Illume conference on inclusive schooling. Many large events were cancelled during the first half of 2020 which impacted on our plans to resource staff.

### Our response to the COVID-19 pandemic

The CRU staff began working from home on 23<sup>rd</sup> March and apart from occasional meetings or visits to the office, continued to work from home until mid-July.

During late March and early April, we were able to renegotiate with our funders the requirements for all three service agreements. While some things didn't change, we needed to cancel all planned workshops and face to face events. We agreed to convert some events to online delivery; send regular emails; develop resources and conduct research into how we could better resource harder to reach groups. After many years of talking about online learning and offering webinars, in those three and a half months CRU, along with the rest of the world, rapidly acquired the necessary skills and expertise to begin to offer information online.

With only a few days to prepare, we were relieved and grateful that our technology generally worked and our contact details did not need to change. Weekly zoom meetings kept us connected and we updated working from home checklists to ensure that we were meeting our workplace health and safety requirements.

Just over 50% of our staff reduced their hours during this time, largely to look after children. The Board had approved two weeks of COVID leave for people with inadequate leave but very little of that was used.

We finalized the ILC Self-Management project; the ILC Bridging funding and Year 1 of the Families for Inclusive Education project and began the budgeting, planning, staff redeployment and recruitment for the new work while working from home.

Year 2 of the education project was approved in late June and started in July. Starting dates and prioritization of activities for the other projects have been impacted by the pandemic.

By mid-July we had leased the additional office space and could therefore safely accommodate the whole team, allowing for social distancing.

## Surveys & Reviews

**5**

external reviews:

Fee for Service arm

Self-Management project

Long term impact of

Capacity Building -NACBO

Families For Inclusive Education

Biennial Survey

(see below)

## Training & Investment

Quality & Safeguards Commission Code of Conduct training

IIDL Boston and Washington

Social Role Valorisation

Illume Conference on Inclusive Schooling.

Excel training

Webinars on transition to working from home and working remotely

## Quality Management Systems

Reaccreditation in **ISO2015** 9th and 10th January 2020.





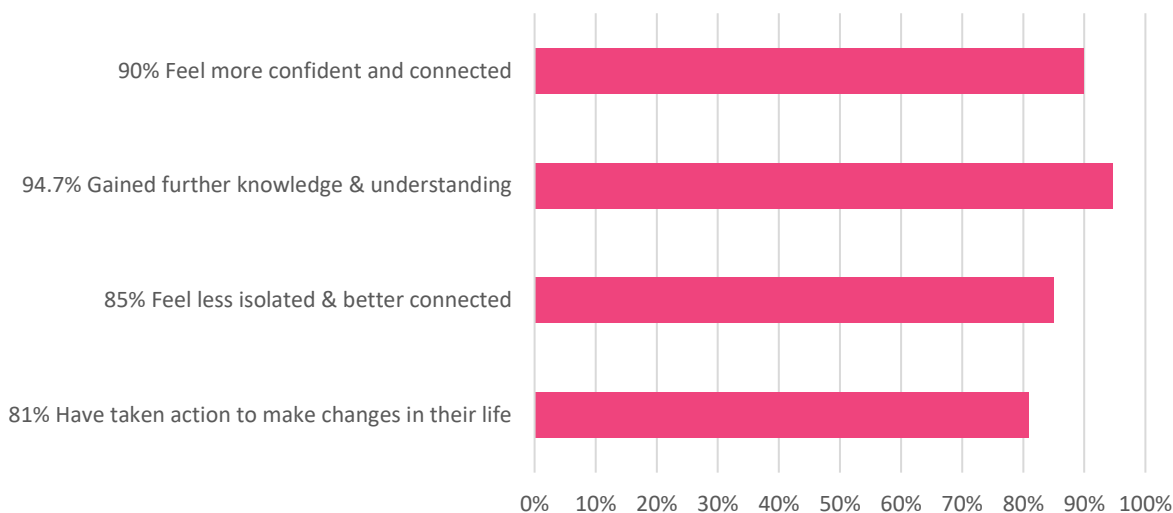
## Surveys & Reviews Data

**Table 1. Long term Impact measurement survey 2019**

By the National Alliance of Capacity Building Organisations (NACBO)

190 respondents

As a result of their involvement with CRU

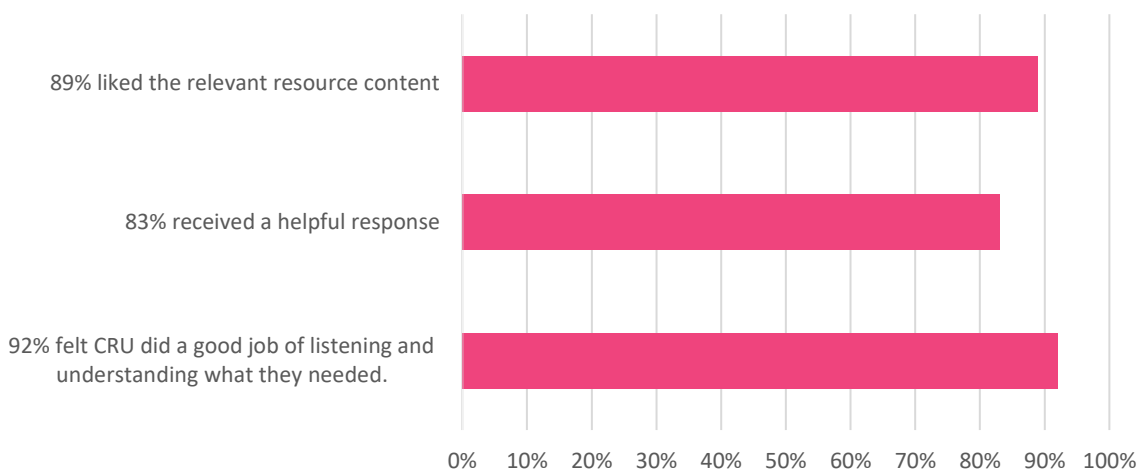


**Table 2. CRU Biennial Survey 2019**

By Jon Eastgate of 99 Consulting

149 respondents

As a result of their involvement with CRU



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### Evaluation of Families for Inclusive Education Project

By Jane Sherwin of Jane Sherwin Consulting

**69** survey respondents;

**19** interviews,

**2** focus groups and review of feedback forms:

Over **90%** felt clearer about their vision; better informed about inclusive education policy; clearer about the role of parents as advocates and clearer as to how to support other families.

### Self-Management and Peer Support Review 2020

By Jon Eastgate of 99 Consulting

**26** survey responses and

**10** interviews with participants

The connection with other self-managers through peer support was very **highly valued**. Respondents reported that workshops **increased** their **information, confidence** and **connectedness**.

### Fee for Service Review 2020

By Jim Haywood, LOJIO

**15** interviews – with CRU staff and people accessing services and desktop research

Findings of **very high customer satisfaction** from the small pilot project and **useful recommendations** for continuation and future growth.

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## Conclusion

As we finish the 2019-2020 year and start our thirty-third year we are relieved to be here. We are also relieved to have funding contracts for up to 3 years and to have maintained positions for the majority of our staff. We have been able to carry across many of the things that CRU has offered in the past that people have appreciated, although that work is not complete and we still have more gaps to fill. We are still learning about how to engage with the new systems to safeguard our future.

This report contains the facts and figures; and outlines the necessary supports and structures that have enabled the work of CRU to continue. This is important context but when it comes to what CRU is really about, it's important to remember that in fact there has been very little change at CRU this year. The key messages of CRU through the past three decades remain just as relevant today. These are messages that a good life is possible for everyone and that a home of your own, and a job, and going to the local school are in fact realistic. As we work towards that mission of full and meaningful lives for people living with disability, we need high expectations; to harness the power and protection of family and friends, and to know that we can all learn the change and leadership strategies needed to achieve this.

*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*



*Margaret Rodgers.*  
Chief Executive officer  
2019-2020



*Expanding Ideas; Creating Change*

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