



# annual review 2010 - 2011



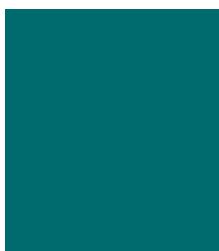
Strengthening families, supporting people and communities

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The Archdiocese of Brisbane  
Service area of Centacare Brisbane



**The Most Rev John Bathersby DD**  
Archbishop of Brisbane



## Foreword from the Archbishop

When I was young I never ever thought that one day I would celebrate my 75th birthday, as happened earlier this year. For young people it probably sounds very old. For me, it doesn't seem so at all. Nevertheless, whether I am 75 or 100 doesn't really matter because we are a mere spark in the world of God, but an important spark at that.

Thankfully I have cast aside the notions of a much younger age in which I thought I would change the world forever. Of course, I couldn't do that, only Jesus could, but what I came to realise was that over the course of a lifetime we can do so much good. I write about these matters, not to cause people to be morose or fearful, but rather to encourage them to grasp life in their hands that they may live it to the very best of their ability.

This 75-year milestone in the life of a Bishop makes it extremely likely this will be the last time I have the privilege of preparing the foreword for the Centacare Annual review. In the course of the duties of my office, I prepare introductions for many such publications. Few, however, could bring home to me more simply the embodiment of living out the gospel than these reports of Centacare's

endeavour across such a broad cross section of the community. In the gospel of Matthew, James asks us in the words of Jesus, to plant seeds that will change the lives of people. It is so pleasing to read of the staff and volunteers of Centacare who carry out this simple gospel message on a daily basis as they act with care, concern, and kindness to all people they meet.

For all of the years I have been associated with Centacare Brisbane during my time as Archbishop, I would like to sincerely thank the organisation and its staff and volunteers for being such a powerhouse of good works. I would also like to pay tribute to Peter Selwood, the executive director, directors of the various divisions that work in partnership with him, and finally, the Centacare Council for the governance and wisdom they provide. I trust that this report will provide an insight into Centacare's outreach over the past 12 months. By their combined efforts they greatly enhance the mission of the Church in this archdiocese.

May God continue to bless the ministries and people of Centacare.

Sincerely in Christ

Archbishop John Bathersby



**Peter Selwood**  
Executive Director



**Margaret Vider**  
Chair, Centacare Council

## Executive Director & Council

There is a strong sense that the social services sector is embarking on a time of significant change. The Productivity Commission has recently released reports into the provision of disability services and aged care that call for important changes. Additionally, the Australian Government is establishing a charities commission and looking at the possibility of taxing some commercial activities of not-for-profit organisations. At the same time, Fair Work Australia is considering a pay claim on behalf of the social and community services sector across the country. With so much change confronting us, it is absolutely imperative that there is ongoing consultation with the charitable and not-for-profit sector. Centacare is ready to work with all government agencies to implement change, but it should not be at the cost of service levels and quality.

It is pleasing to see that there has been broad community and government endorsement of a National Disability Insurance Scheme as recommended by the Productivity Commission. If established, this scheme will provide surety of support to some of the most disadvantaged people in our community. It will underpin the operations of service providers allowing for effective planning and ultimately higher quality service provision. In the same way, commission recommendations relating to aged care call for a more directed and individualised approach to care. We again support this approach.

Pay rates issues, funding for disability services and aged care are of vital importance to us and have demanded a significant focus, but at the same time we have continued to grow and develop our service outreach in other areas. Our performance in employment services is closely monitored by the Australian Government and we are in the process of preparing submissions to extend our contracts through to 2015. A further early years centre opened at Chermide West in early 2011, and all 10 of these centres are now licensed for kindergarten programs. Family services have continued to expand across the archdiocese and we are very pleased with growth on the Gold and Sunshine

Coasts, as well as in the South Burnett region. Expanded programs within Pastoral Ministries, particularly Catholic Prison Ministry, have gained widespread support.

We work with tens of thousands of Queenslanders each year with the support of the Queensland and Australian governments. We are grateful for this support and also thank Archbishop Bathurst, Bishop Finnigan, Bishop Oudeman, Father Peter Meneely, and all the priests of the archdiocese, for their encouragement and assistance. The Centacare Council provides invaluable guidance in the leadership and governance of Centacare and we thank each member for their commitment to our work.

We are an organisation driven by the principles of Catholic social teaching to improve the lives of people in need and families. We gratefully acknowledge the 3000 staff, and hundreds of volunteers, who work each day to enhance the lives of others, and pay tribute to their commitment to our vision.

Peter Selwood  
Executive Director

Margaret Vider  
Chair - Centacare Council



**Richard Littler**  
Acting Director, Disability and  
Home Assist Services



**Kerri Lanchester**  
Acting Director,  
Community Aged Care

## Centacare Community Support Services

### Overview

Work on the strategic plan within Community Support Services (CSS) has enabled the creation of statements of principles and purpose that will unify the targeted outcomes for programs across our services. Agreed principles for the disability sector are “celebrate the value of every person; work in partnership towards interdependence; and model, promote and support people’s rightful place in their community”. These principles will link all of our client service options to a person-centred framework.

### Challenges and opportunities

Our services have improved risk identification, and management and mitigation through the great work of staff. The pending implementation of our response to workplace health and safety harmonisation will enhance opportunities to embed a persistent culture of safety. Housing and homelessness programs and our housing support services have commenced their own cycle of external audit as has occurred in other sectors. The Productivity Commission’s report into disability support and care has been released and recommends reforms including the establishment of a National Disability Insurance Scheme and significant reforms to the interface between disability, mental health and aged care sectors.

### The future

Working with families we need to remain connected to changing expectations. Our expertise is now to be directed in transitioning young people from the service sector into community generated opportunities. Throughout the current period, services within CSS have met this challenge through investing in pilots that have explored new service models that define our relationship with clients from an outcome perspective. These pilots represent a shift in our relationship with clients from being the provider of support to a partner.

### Acknowledgements

Community Support Services acknowledges the support of Department of Communities (Queensland); and Australian Government Department of Families, Housing, Community Services and Indigenous Affairs.

### Overview

Our community aged care, Indigenous and homeless programs have responded to their respective communities uniquely while upholding the human dignity of every person. Practical responses have included the establishment of men’s sheds, community choirs and homes away-from-home; witnessing the personal growth of many living in boarding houses; respectfully responding to squalor and hoarding; recognising the contributions of unpaid carers; and attending to essential transport and housing support services. Such endeavours have enabled individuals to remain living in their community, and for some, have meant being supported in maintaining their tenancy and strengthening connections to themselves, their families and communities.

### Challenges and opportunities

Service responses to natural disasters in early 2011 have been an opportunity for commitment, tenacity and leadership skills to shine among many of our staff. Ensuring clients remained our priority was witnessed through a number of our services, even while their offices were flooded or their communities isolated. Heartfelt gratitude is extended to all services throughout CSS that supported the ongoing re-establishment of programs after the floods; and appreciation to Brisbane archdiocese for financial support shown to staff members personally affected.

### The future

Significant changes to the community sector are certain in the near future. The Productivity Commission’s report into caring for older Australians and aged care reforms; changes in client’s expectations; lack of informal carers; and decreasing availability of staff will require CSS to adapt while ensuring our clients, their families, wider communities and our staff are consulted.

### Acknowledgements

Community Support Services acknowledges the support of the Australian Government and State Government initiatives. Centacare is an approved provider of Community Aged Care Packages; National Respite for Carers Program; Home and Community Care Program; and Veterans Home Care program.



*Sunnybank Community Choir Vintage Voices giving their first public performance at Centacare’s 2010 annual awards evening*



**Stewart Thompson**  
Director, Disability Services

## Centacare Disability Services

### Overview

The mission of Disability Services is to support individuals to live the lifestyle of their choice. Our work is achieved across services that provide support to adults living in their own home; day centres that provide community-based educational and recreational activities and programs; and services for people over the age of 16 who have a disability. We support about 520 individuals through our services and centres and continue to see steady client growth that is met through the commitment of almost 700 staff and volunteers.

We are constantly exploring opportunities to provide additional services for the people we support. In partnership with two specialist clinicians, we have introduced Dual Diagnosis clinics in our Nundah and Coorparoo offices to improve client access to psychology and psychiatric services in familiar surroundings.

It has also been inspiring to see clients fulfil their dream of being part of a theatrical production through the formation of Blue Roo Theatre Company. The group, mainly supported by our HAND Learning and Leisure Services, worked hard to produce a play that achieved three public performances at the Judith Wright Centre in Fortitude Valley.

significant changes in government structures and assessment of eligibility for individuals to receive funded support. We look forward to gaining more understanding of the new structures, and people, who have taken up the new roles.

Growing Stronger has been introduced in parallel to the output-based funding model. This has meant ongoing negotiations with Government around our new service agreement, which outlines changes to the way we receive funding. While we have consented to an interim agreement, we continue to negotiate and work closely in partnership with Government to resolve our more complex funding arrangements.

We have worked hard at responding to legislation amendments relating to the use of restrictive practices with the development and implementation of Positive Behaviour Support plans for many of our clients. We have introduced additional Positive Futures co-ordinators to provide extra support in this area of our work. Our services and staff teams have worked hard at managing and working through these demands, which have improved service provision and enabled Disability Services to be a frontrunner in disability support in southeast Queensland.



*The Active Lifestyles program of Disability Services helping older people get the most out of life*

Our staff continue to be provided with opportunities to achieve certificated qualifications in Disability Work; Frontline Management; and Training and Assessment.

### Challenges and opportunities

Introduction of Growing Stronger, an initiative of Department of Communities (Queensland), has meant

### The future

Disability Services looks forward to ensuring our services have the capacity to continue supporting people with disabilities. To this end we are preparing for the most significant change in the disability sector since institutional reform in the 1990s.

The proposed National Disability Insurance Scheme (NDIS), recommended by the Productivity Commission, and advocated by the disability sector, would transform the provision of support services to Australians with significant disability. The scheme would be implemented over several years and require a much larger workforce of appropriately skilled staff. In a competitive environment, we will need to be

ready to work effectively with individuals, and with greater flexibility and choice of the support they would receive.

### Acknowledgements

Disability Services acknowledges the support of Disability Services (Queensland); Home and Community Care Program; Department of Communities (Queensland); Australian Government Department of Education, Employment and Workplace Relations; and a range of community benefit funds.

**Andrew O'Brien**  
Director, Centacare  
Employment Group



## Centacare Employment Group

### Overview

Centacare Employment Group's core mission is assisting job seekers referred from Centrelink to secure employment appropriate to their skills and personal circumstances. We operate from 11 service locations in southeast Queensland providing services to the unemployed through Job Services Australia (JSA) and Disability Employment Services (DES) Australian Government contracts, awarded by Department of Education, Employment and Workplace Relations. The level and type of assistance provided is tailored to the individual job seeker. Our service approach is based on promoting the strengths of job seekers while helping them manage any barriers to employment they may have.

Our staff of 250 are an experienced team of people imbued with a spirit of service to job seekers and employers. Over the past 12 months we placed almost 5,000 job seekers, including 750 with a disability, in employment. Almost 40 percent of that number, including 191 with a disability, have completed a full outcome of 26 weeks of employment. Many of our clients have told staff that finding employment has given them a fresh start, lifted their self-esteem and been a major step towards being able to enjoy life.

### Challenges and opportunities

As JSA and DES markets are highly competitive, Centacare Employment Group is working strategically and diligently to keep its place in the market while serving its clients in line with the vision of the archdiocese. Our medium-term strategy is to extend our service centre coverage to 14 so that we have a minimum of two centres in each employment region. This will enable us to better service our client base and consolidate our market presence and sustainability.

There are significant policy shifts in the disability employment arena based on a much stronger government focus of increased workplace participation by people with a disability. Centacare Employment Group originally started in 1997 as a disability employment provider, so assisting this client group is fundamental to our mission. Our performance over the next 12 months will be crucial to our medium-term future as a disability employment services provider. Fortunately, we have a solid base of experience and practice development to secure our position in the sector.

### The future

Centacare Employment Group provides a unique service in the employment services industry underpinned by

Catholic social teaching and guided by the vision of the archdiocese. Over the next 12 months we will give particular focus to increasing staff capability through improved induction, training and development; improving business processes by procuring industry-specific software, and implementing best-practice models across all service centres; significantly enhancing our employer network through targeted relationship development and service systems commencing with the large Catholic network; and initiating and resourcing cross-directorate projects to



*Centacare Employment Group work members Theo Deegens (left) and Stephen McNamara undertake flood repair work at a riding club for the disabled in Brisbane's west*

leverage the knowledge base of the Centacare family and develop integrated service opportunities.

With a strong reputation and market share as our base, we will make significant improvements in the next 12 months to consolidate our service for the benefit of our clients, employers and the archdiocese. We are confident our Job Services Australia contract, which represents 60 percent of our business, will be extended until June 2015.

### Acknowledgements

Centacare Employment Group acknowledges the support of the Australian Government Department of Education, Employment and Workplace Relations and the Queensland Government Department of Employment, Economic Development and Innovation – Skilling Queenslanders for Work Program.





**Christine Hodge**  
Director, Catholic Family and  
Community Services

## Centacare Catholic Family and Community Services

### Overview

More than 30,000 people over the past 12 months have accessed, at least once, our wide range of family relationship and community support services spread across four regions and 10 locations. Included in that number were 6,000 people seeking counselling supports; 550 couples undertaking pre-marriage education; and 3,308 families attending our two family relationship centres.

More than 13,000 services have been provided through diverse domestic and family violence programs delivered from our Sunshine Coast, Gold Coast, Wide Bay Burnett, Beenleigh and Brisbane locations. Services included court support programs for women and information services for men.

Drought and flood counselling, along with practical support, was delivered from our South Burnett branch. Community development programs in Brisbane and the South Burnett have responded to community needs through local consultation and many innovative activities.

We have received funding for court support for women; a men's behaviour change program; a Family Law Pathways Network for improving access to services for separating families; a service helping women to stay safely in their homes; and a program supporting women entering the workforce.

more intensive focus, while maintaining our philosophy and beliefs in early intervention preventative work. This will have significant implications for service models, practice methods and resources and workforce skill development.

Increased networking, collaborations, co-ordinated services and partnerships across a wider range of community, clinical and government services are also required to facilitate this improved access. Our traditional skill bases in clinical practice will widen to enhance workforce skills in collaborative and case management models and community development approaches. These challenges also present opportunities for staff and relationships in the sector.

We are managing funding cuts to some programs from the 2011-2012 Federal Budget. We await and hope for positive outcomes of the national Equal Remuneration Case to the benefit of our committed staff. We have the constant challenge of rising costs for our premises and of ensuring our 120 staff have access to effective training, resources and current technology. We have moved to an organisation-wide client information management system to allow for better informed service delivery and more effective evaluation and reporting on what we do.

### The Future

We anticipate changes in focus and service models coming into action. We will continue to provide family and relationship support services and build new and stronger partnerships and relationships to meet the new challenges. We will be developing greater training resources internally to support growth in the depth and breadth of skills.

Strategic planning has provided the framework for a management restructure and a focus on organisation development to support our future growth and sustainability. We have made good progress with our objectives and will continue that journey of improvement and learning with the common goal of community needs and clients foremost. Our work continues to be delivered by dedicated staff as they live out Centacare's values and ethos everyday in the work they do.

### Acknowledgements

Catholic Family and Community Services acknowledges the support of the Archdiocese of Brisbane; Beenleigh Magistrates Court; Australian Government – Department of Families, Housing, Community Services and Indigenous Affairs; and Attorney-General's Department; and Queensland Government – Department of Communities; Queensland Health; Employment, Economic Development and Innovation – Skilling Queenslanders for Work Program; Legal Aid Queensland, Community Legal Services Program; and Queensland Gambling Community Benefit Fund.



### Challenges and opportunities

Our programs have been challenged by the changing focus of our funding bodies. In both federal and state arenas there has been a more targeted focus on increased access by vulnerable and disadvantaged families with children. We are more than capable of meeting the challenges and are working to realign services and structures to meet this

**Fr John Chalmers**  
Director, Pastoral Ministries



## Centacare Pastoral Ministries

### Overview

Pastoral Ministries reaches thousands of people, who are tested in various ways by life, through a range of practical services:

- Well-trained hospital pastoral carers and chaplains bring a listening ear, and if requested, the Church's sacraments to people dealing with unexpected accidents or serious illness.
- Murri Ministry generously shares the treasures of a rich spirituality in times of celebration, or loss. The ministry's rich array of Indigenous spirituality resources are regularly accessed by parishes and deaneries.
- Prison chaplains visit weekly the nine prisons in the archdiocese, and are credible, living reminders of God's enduring presence with the imprisoned.
- Catholic Psychiatric Pastoral Care (CPPC) assists people, whose minds are imprisoned by mental illness, to nurture an attractive and robust spirituality. Visits by CPPC's pastoral care team to people in mental health units and hostels are warmly received, as is the personable welcome awaiting all comers to the organisation's inner-city, drop-in centre at Fortitude Valley.
- Apostleship of the Sea (AOS) provides a listening ear and access to communication technology for mariners far from home, thus strengthening individuals and families in the spirit of the Gospel.
- Shiloh HIV/AIDS support service offers information sessions for mostly senior secondary school students.
- Catholic Prison Ministry (CPM), in liaison with Centacare Employment Group, assists recently released prisoners to address barriers to gaining and retaining meaningful employment.

### Challenges and opportunities

Murri Ministry found itself deeply immersed in the wake of southeast Queensland's January floods. By reaching out with groceries, practical assistance, and listening ears to Indigenous families doing it tough, the great work of local St Vincent de Paul Society conferences was augmented.

Now that shipping docks have returned to their normal, hectic state after the slow-down caused by the Global Financial Crisis and Japanese tsunami, AOS is revelling in expanded space at its Stella Maris Seafarers' Centre, Wynnum. AOS Brisbane director Ted Richardson, who was honoured with the medal of the Order of Australia (OAM) in the 2011 Queen's Birthday Honours List, has taken the opportunity to restructure the centre's team.

CPM was buffeted this year by the sudden death of long-time chaplain, Fr Kevin Ryan. The archdiocese's 20 Catholic chaplains have subsequently reviewed personnel placements and have initiated a recruiting program, given the impending opening of the new Gatton Correctional Centre.



*Apostleship of the Sea Brisbane director Ted Richardson (left) with a visiting Polish seafaring family*

### The future

Succession planning is always on the mind of Centacare's pastoral ministries. Hospital and prison chaplains are actively identifying potential chaplains and the coming year will see the benefits of this initiative.

Regular contact with Queensland Corrective Services has provided CPM with an avenue for voicing concerns. Hopefully, this might equally inform new government-funded programs to assist released prisoners to reintegrate into the community.

The pastoral care team at CPPC expands its ambit each year, adding new mental health units to its weekly visiting schedule. This is made possible by the annual cohort of newly-trained pastoral carers coming through CPPC's annual pastoral carers training course.

For many years ecumenical and inter-faith co-operation have been nurtured at the director level. Planning is currently underway to offer ecumenical retreats and faith development seminars for hospital pastoral carers and chaplains.

### Acknowledgements

Pastoral Ministries acknowledges the support of the Archdiocese of Brisbane through the Archbishop's Centacare Appeal; Department of Communities (Queensland); Queensland Health; and Queensland Corrective Services.





**Myolene Carrick**  
Director, Child Care Services

## Centacare Child Care Services

### Overview

The past 12 months have been a period of growth and development for Child Care Services (CCS). In any given week, CCS has provided care for approximately 9,000 children from almost 7000 families. About 1,000 staff have consistently provided best possible care to children entrusted to our care by their families.

We have continued to ensure ongoing support for our existing services as well as developing new ones – Guardian Angels Outside School Hours Care, Wynnum and Majella Early Years Centre, Chermerside West. Support and management were provided to 95 services, 10 of which were early years centres; 83 outside school hours care and two family day care schemes. Occupancy levels at our centres have continued to be positive.

All 10 of our early years centres have participated in the Kindergarten Funding Scheme in partnership with the Office of Early Childhood Education and Care, Education Queensland. This funding subsidy has enabled us to operate kindergarten programs with suitably qualified teachers in each centre.

Finding staff with the necessary qualifications, skills and experience, who can demonstrate and embrace our values, continues to be a constant challenge. With regard to staffing, recruitment and retention, Child Care Services participated in a career expo at Queensland University of Technology in late 2010.

### Challenges and opportunities

Consistent with Child Care Services' mission and values, we have continued to share the care of children, recognising

their parents or carers as the primary caregiver. Staff professionalism and dedication have ensured the best care and outcomes for children in sometimes challenging situations.

We have also continued to work productively with existing parishes and schools, and have welcomed new partnerships. We have received enquiries from four Catholic primary schools about establishing new outside school hours services. A review of our structure has been considered necessary to allow for anticipated growth of services. This will ensure cost effective practices, as well as the capacity to increase professional support to our co-ordinators and directors consistent with the extensive changes of the new National Quality Framework (NQF) implementation.

Changes have been made to regional boundaries and an additional regional co-ordinator employed. A new financial structure has been created with the new finance team consisting of former regional finance officers now co-located with the child care team. A part-time resource and support position has been created to assist with the establishment of new child care services; development of curricula for new frameworks; and support of new service staff appointments.

### The future

Centacare Child Care Services has been pleased and excited to participate in the roll out of the NQF, and we anticipate staff understanding of children's social, emotional and cognitive development will be further enriched and enhanced. The NQF has introduced an integrated national approach to the regulation and quality assessment processes for long day care, family day care, outside school hours care and kindergarten services. This includes a new quality rating system, some changed child-to-staff ratios and enhanced staff / educator qualification requirements. The NQF also includes the introduction of two new frameworks regarding the care and education of children: Being, Belonging, Becoming for the early years children; and My Time, Our Place for school age children.

With growing complexities of family life, together with the social and financial pressures many families experience, safe quality care and education of their children continue to be critical to family well being.

### Acknowledgements

Child Care Services acknowledges the support of the Archdiocese of Brisbane; Australian Government; Queensland Government; Queensland Gambling Community Benefit Fund; and ongoing partnerships with Brisbane Catholic Education, Queensland Catholic Education Commission and Australian Catholic University. Particular appreciation goes to CCS staff, who have provided direct care to children, or who have supported those who provided the care.



*Centacare executive director Peter Selwood, and Bishop Brian Finnigan, unveil a plaque at the official opening and blessing of Majella Early Years Centre, Chermerside West*



## Centacare Workplace Relations

### Overview

Workplace Relations has contributed in a professional manner to the work of Centacare's directorates. This has been achieved by facilitating a range of activities designed to reinforce workplace values aligned to Catholic social teaching; appropriate employer response to a changing external labour law environment; and internal maintenance of a safe and productive work environment. Key activities to achieving these outcomes have included training programs; performance management; counselling and discipline; recruitment activities; and management oversight of workcover claims.

While employee numbers have dropped to just under 3,000, primarily in Catholic Family and Community Services, and Community Support Services, numbers have increased in Centacare Employment Group. Centacare has been able to maintain momentum in securing a more stable workforce by reducing the incidence of casual employment by a further five percent, and increasing the proportion of part-time and full-time employees by one and four percent respectively. This is most evident in Child Care Services. The Australian Government's Equal Opportunity for Women in the Workplace Agency has recognised our compliance efforts in introducing workplace flexibility, and has again, complimented Centacare on these developments.

### Challenges and opportunities

Indicative of growing demand on Centacare's services, wage outlays have again shown a significant annual increase. At the same time heavy reliance on government funding has inhibited Centacare's ability to arbitrarily move wage rates as a means of rewarding employees. Increasing labour costs without commensurate government funding has not been a viable proposition as Centacare strives to maintain the number of people assisted and/or the level of service offered to those in need. Our challenge has been to identify innovative and cost efficient employment practices that have the potential to contribute to a reduction in turnover and improve workplace flexibility.

The opportunity to implement career breaks; renewal leave; purchase of additional annual leave; paid parental leave; personal make up time; and rostered days off have been well received by employees. Negotiations have begun with Centacare Employment Group to introduce such innovative features in a new enterprise agreement to be voted on by staff. A growing number of employees also have opted to package part of their salary for reimbursement of private expenses. In the current year, approximately 25 percent of eligible employees now participate on a regular basis in this arrangement.

### The Future

The Fair Work Australia (FWA) national tribunal has been considering the Equal Remuneration Case and has determined that work undertaken in the community services sector is undervalued. FWA will more than likely determine that wages in the modern award are inferior and provide for substantive increases to be phased in. Such a decision will impact on Centacare's operations. While we respect the need to properly value the work of our employees, we have petitioned the FWA and Government on the need for additional funding to offset such labour costs.

Following an internal Centacare survey in 2011, we have also realised the need to take a more strategic approach with Centacare's diverse services by developing in more depth the people element of our service plans. Succession, knowledge management and the development of managerial skills set within a Catholic welfare services environment will emerge as important priorities in the coming period.

To facilitate the introduction in 2012 of harmonised workplace health and safety laws in Australia, planning has begun to ensure resources are in place and an implementation plan is well understood. The transition will include revamping some workplace health and safety committee operations and risk assessment practices, or supporting staff in leadership and management roles.

Staff breakdown by directorate	Total	Casual	Part-Time	Full-Time
Catholic Family & Community Services	116	8	71	37
Child Care Services	1,063	615	290	158
Community Support Services	873	50	605	218
Corporate	30	2	5	23
Workplace Relations	9	2	2	5
Disability Services	555	35	458	62
Employment Group	242	5	25	212
Pastoral Ministries	37	9	19	9
<b>Total</b>	<b>2,925</b>	<b>726</b>	<b>1,475</b>	<b>724</b>



**Bram Green**  
Director, IT and Services

## Centacare IT and Services

### Overview

The establishment of an IT and Services directorate has brought together a number of services shared across the archdiocese: Information, Communications and Technology (ICT); Human Resources Information System (HRIS); and Payroll Services, to better focus efforts on delivering and enabling systems and services for Centacare staff.

The IT and Services team has delivered in 2011 a new payroll system to manage over 1,500 Centacare and other archdiocesan employees. Employees can now apply for

during this period. Initially it was clear that our centralised data centre would lose power as flood waters encroached on the Central Business District. Payroll Services worked for a straight 24-hour period just prior to the flood peak to ensure that week's payroll made the bank accounts of our employees. At the same time, our ICT team worked through the night securing precious IT resources and moving them to an off-site location to ensure access could continue if any outages were protracted. Following the flood peak, all teams were back on deck to ensure systems were brought up in time for the beginning of the next business day. It was

a great team effort. Those events have brought forward plans to move data processing resources from our two current facilities to a purpose built, state-of-the-art shared data centre facility in the international precinct of Brisbane Airport.

We continue to make progress on delivering an automated rostering solution for disability, child care and community support services. Our complex industrial agreements have made this a difficult task, but given the well-published issues for the rollout of similar rostering and payroll solutions, HRIS and Payroll Services teams are determined to achieve a successful outcome.

### The future

The immediate concern of IT and Services is the consolidation of IT resources across Centacare. Following the establishment of a consolidated presence in our shared managed data facility, ICT will continue to combine resources from

various Centacare directorates to the one new location. This will allow us to effectively utilise line-of-business applications, and other collaborative tools such as email, electronic messaging and video conferencing. We will also look to standardise our hardware fleet and operating systems to provide more timely and responsive support to our end users.

While there remains some uncertainty in how governments may allocate funding for community and disability support services, it is vital we move to equipping and empowering our support workers with technology solutions that support the services they deliver. This may include client information, and rostering and administration processes delivered securely to staff. During 2012 we will deploy a number of different technology options to support these activities.

In terms of HRIS and payroll teams, we will continue to roll out functionality modules for rostering, occupational health and safety, and performance and skills management. This will assist in ensuring we deliver quality services by qualified staff in a manner that allows us to make the best use of our available funding.



*At the launch of Centacare's new website (left) archdiocesan web services officer Matt Cassidy, Centacare communications co-ordinator Lorraine Page and Centacare executive director Peter Selwood*

leave, receive electronic pay advices and update personal information directly on line. Managers also have access to employee staff schedules enabling a quick response in the approval of leave. The new system lays a platform to effectively manage the skills and qualifications of Centacare staff to enable efficient delivery of services to their clients. The teams of HRIS and Payroll Services will continue this good work to bring about automated rostering for Centacare's front line care workers.

The directorate has begun the process of bringing together the IT systems of different parts of Centacare to a centralised managed data centre facility, while continuing to provide effective management of technology to the organisation's growing service base.

### Challenges and opportunities

Our first challenge as a directorate has been our response to the January 2011 Brisbane floods, its impact on IT systems and our ability to continue to remunerate staff





## Centacare Governance and Risk

### Overview

In recognition of Centacare's commitment to maintaining a strong, corporate governance approach, 2011 has seen the creation of a Governance and Risk directorate. The new directorate works with directors, managers and staff to further develop the quality framework across Centacare in support of our client-focused operations, while providing guidance on sound business practices. Centacare Council, executive director, directors and senior management encourage staff to carry out their duties in an ethical and responsible manner in support of Centacare's vision while working within an organisation-wide quality system.

To conform to Australian Taxation Office guidelines, Centacare has two separate entities with their own Australian Business Number. Parts of Centacare have been deemed to fit within the classification of a public benevolent institution (PBI), whose dominant purpose is the provision of benevolent relief. Community Support Services, Disability Services, Centacare Employment Group, Catholic Family and Community Services, and Pastoral Ministries, are contained within the PBI. Accounting and Finance, Child Care Services and Governance and Risk are deemed non-PBI activities. In line with good corporate governance measures, Centacare Council supports the maintenance of a separate entity to house non-PBI activities.

### Challenges and opportunities

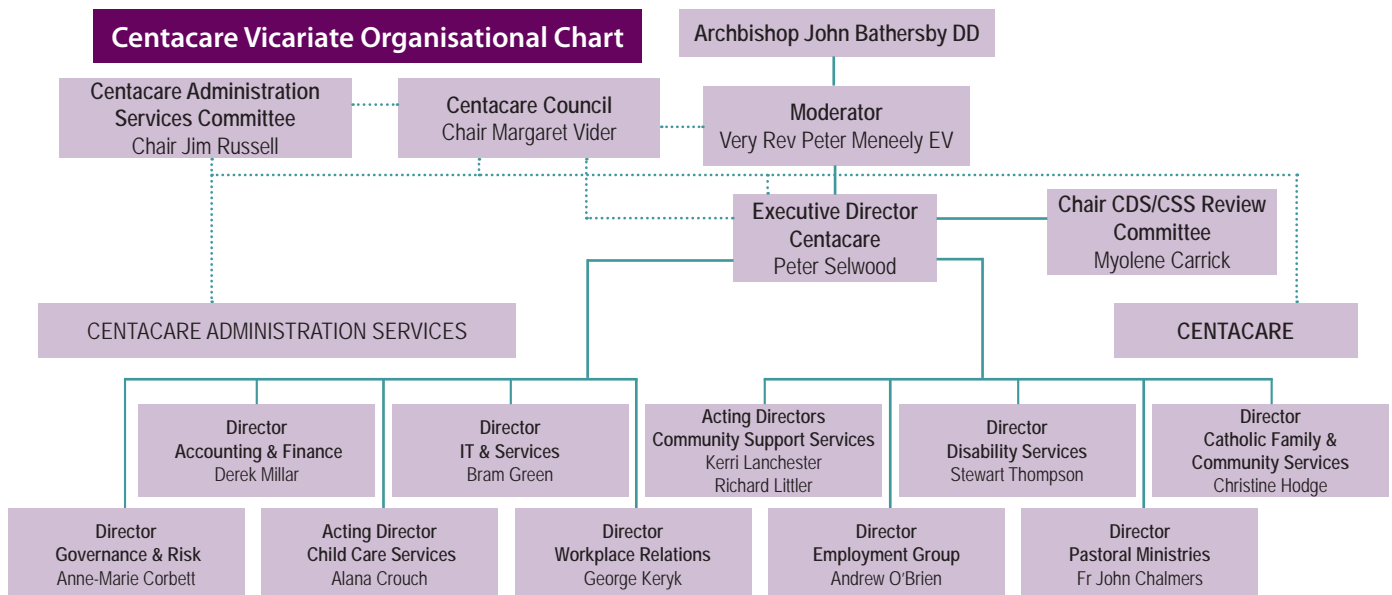
Along with managing the framework for Centacare's various policies and procedures, the directorate of Governance and Risk also has oversight for risk and corporate communications. Centacare has undertaken to construct a Risk Management Plan, which anticipates potential risks and opportunities that Centacare may face through its operations. The plan provides strategies to minimise these risks and maximise opportunities when

they occur. Centacare acknowledges that due to the very nature of the work undertaken by some directorates, even after considering the tailored treatment plans, some risks may always remain high. This case is inherent when dealing with the most vulnerable within our society.

March 2011 saw a relaunch of the Centacare website. Remodelled pages on the site have a dynamic look with the addition of attractive images and streamlined menus that take users to a selection of services. Redevelopment of the Centacare website was two years in its planning and implementation by the archdiocese's Catholic Communications Office with the assistance of Centacare staff. The site contains a wealth of information while retaining and reflecting the very human aspect of Centacare's work that is delivered across a number of service areas.

### The future

In a time of increasing accountability demands from various bodies, it is always a challenge to see that resources are provided to ensure compliance without detrimental effects on service provision. This will be an ongoing theme, and one we are suitably practiced in. Another challenge facing Centacare is the creation of a contemporary marketing approach that provides correct information to many audiences. With potential for significant changes in the provision of social services, especially in the disability services and aged care sectors, future consumers will be looking for an array of information that allows them to choose their own service provider. This has the potential to herald a new era for Centacare as we will need to create a state-of-the-art marketing approach that will stand up to the scrutiny of the market place. With the growth of social media, Centacare will need to develop a suitable response to promote our services, while respecting the dignity and right to privacy for all users. This will be an interesting area to watch over the coming year.





**Derek Millar**  
Director, Centacare  
Accounting and Finance

## Overview

Centacare has in the past experienced significant growth across its services with funding from various government bodies increasing in the current period by 14 percent. In addition, capital grants for the acquisition of motor vehicles and properties were also received to ensure Centacare achieves service delivery targets. Total service expenditure has also increased with staff costs now \$84.7 million, representing 74 percent of total expenses. A continued focus on managing costs and services has guaranteed we remain within budget while still delivering the high level of service for which Centacare is known.

Not all of our services receive the same level of government funding. Pastoral Ministries, in particular, is dependent on the Archbishop's Centacare Appeal to support people in their time of need. The appeal is well supported and Centacare acknowledges the generosity of the Church community. Centacare Employment Group, through the revenue it generates, remains an important source of funds for Centacare enabling supplementation of those areas of service delivery where funding received is insufficient to meet expenditure.

## Challenges and opportunities

Due to significant growth over the past 10 years, and increased complexity of activities, compliance and governance, Centacare has been hard pressed to continue providing the required level of support to its service delivery areas. Coupled with that has been the expansion of our accounting and payroll software requiring significant capital investment and staff resources. As a result, 2011 has seen the formation of two new directorates – Accounting and Finance, and Governance and Risk – plus Human Resources Information System and Payroll Services teams.

This has necessitated the recruitment of additional staff and has placed us in a good position to meet current and future challenges and opportunities.

The ongoing management of our large property portfolio and motor vehicle fleet absorbs a significant amount of time. We continue to identify opportunities for purchasing appropriate properties, thus securing our presence in areas where we are required to provide services. A number of building projects have been completed in 2011 to accommodate changing service demands and maintain our existing infrastructure.

## The future

The move to outcomes-based service delivery requires us to revisit the way we manage and allocate the funding we receive, and to monitor our expenditure on a "unit cost" basis. We are currently revising our financial and budget systems to enable us to respond to these changes.

Centacare will further rationalise its property portfolio by moving away from short-term tenancies to purchasing property where feasible. Our goal of establishing northern and southern hubs to house our various administrative functions is likely to be achieved in the coming year, thereby bringing more efficiencies to the way in which we operate.

Technology continues to evolve at a rapid rate and we need to ensure we are positioned to take advantage of these developments and respond where required. In particular, there are efficiencies to be achieved through the use of electronic data storage and retrieval and being able to remotely access our financial and accounting systems. It is envisaged that Centacare will continue to experience rapid growth and we look forward to supporting our service delivery areas in the financial management of their various programs.

Total service expenditure summary	2007	2008	2009	2010	2011
<b>EXPENSES</b>	\$'000				
Administration	6,597	7,353	8,015	8,833	9,142
Depreciation and interest	3,398	4,216	5,027	5,725	5,954
Motor Vehicles	1,950	2,365	2,671	2,776	2,818
Client Services	3,555	3,502	4,137	4,695	5,189
Property & Occupancy	4,068	4,629	5,710	6,585	6,757
Staff Costs	54,581	65,217	77,135	86,565	95,045
<b>TOTAL</b>	<b>74,149</b>	<b>87,282</b>	<b>102,695</b>	<b>115,179</b>	<b>*124,905</b>

\* The operations of the Centacare vicariate include Centacare Administration Services (CAS). This entity provides services that are not considered to be of a public benevolent nature. CAS maintains separate audited financial statements and operations in compliance with taxation rulings. The table above includes the operations of both Centacare and Centacare Administration Services and is provided for general information purposes only.



# Centacare Council

## Council Members



Veronica Casey



Anne-Marie Corbett



Very Rev Fr Peter Dillon



Lisa Forbes

**Absent:** Barbara Hay



Paul Howard



Sr Mary Lawson



Very Rev Fr Peter Meneely EV



Kerry O'Brien



Patrick O'Sullivan



Jim Russell



Peter Selwood



Margaret Vider

## Centacare Administration Services Committee

**Absent:** Peter Carroll



Anne-Marie Corbett



Jeremy Howes



Derek Millar



Patrick O'Sullivan



Kevin Ross



Jim Russell



Peter Selwood



Margaret Vider

## **CENTACARE BRISBANE**

### **Administration**

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Website: [www.centacarebrisbane.net.au](http://www.centacarebrisbane.net.au)

## **CENTACARE CATHOLIC FAMILY AND COMMUNITY SERVICES**

58 Morgan Street

Fortitude Valley 4006

[PO Box 289]

Fortitude Valley 4006

Phone: (07) 3252 4371

Fax: (07) 3854 1246

## **CENTACARE CHILD CARE SERVICES**

Administration and Support

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Fax: (07) 3244 2555

## **CENTACARE COMMUNITY SUPPORT SERVICES**

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Holland Park 4121

[PO Box 177]

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Fax: (07) 3847 7892

## **CENTACARE DISABILITY SERVICES**

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Nundah 4012

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Fax: (07) 3266 7577

## **CENTACARE DISABILITY SERVICES**

Southside

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Sunnybank 4109

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Fax: (07) 3345 9489

## **CENTACARE EMPLOYMENT GROUP**

Regional office

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Moorooka 4105

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Fax: (07) 3426 0199

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