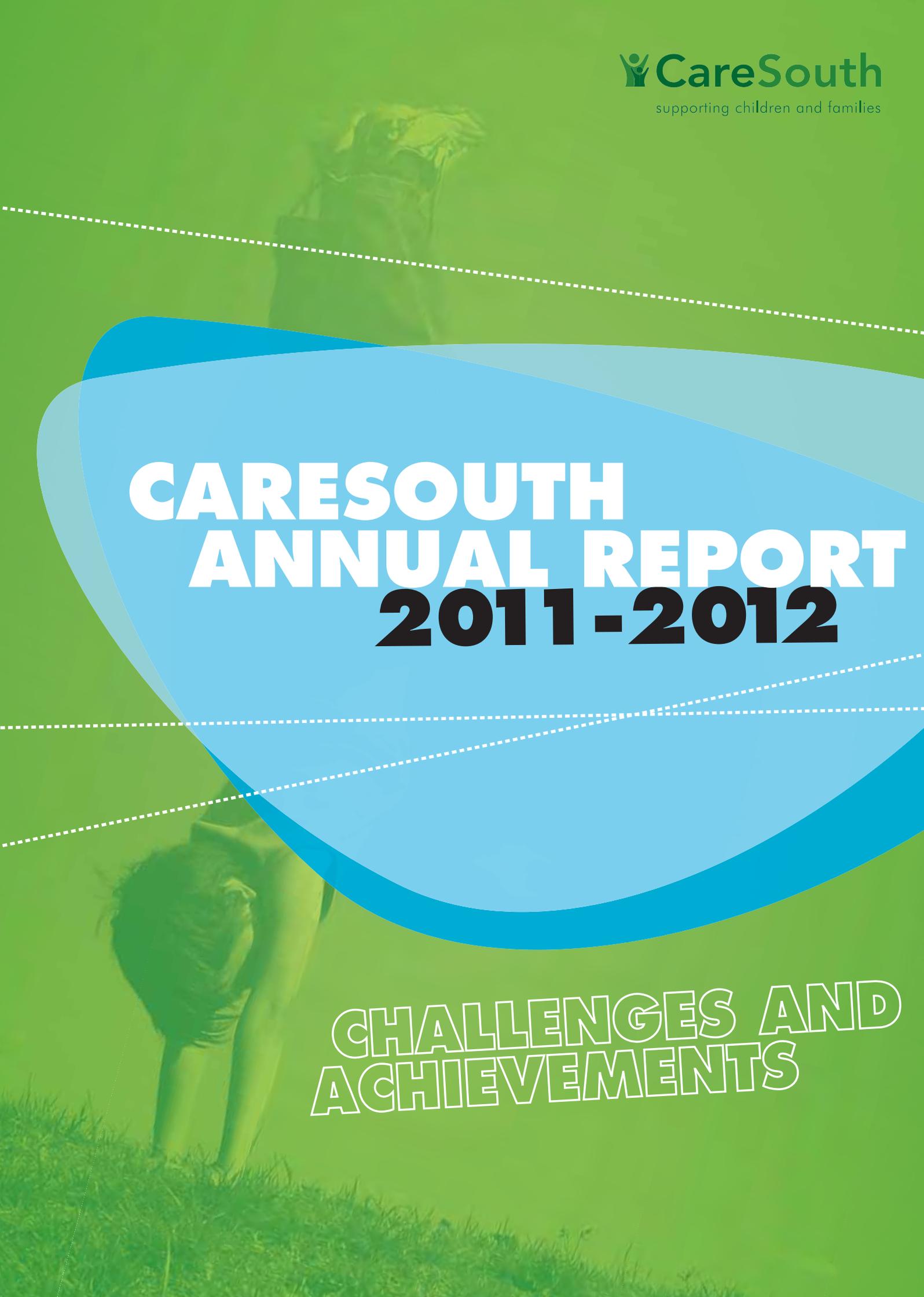




# CARESOUTH ANNUAL REPORT 2011-2012



CHALLENGES AND  
ACHIEVEMENTS



**A YEAR TO  
PROUD**

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BE  
OF

## FROM THE CHAIRMAN



This year heralded a new and exciting era for CareSouth as we continue to grow and mature as an organisation. With Debra Tozer settled in as our long term CEO, we now have in place a management group with the competence, passion and professional experience to ensure our future as a first class service provider to those entrusted to our care.

It is difficult to believe that in 20 short years we have grown from a tiny single service entity to become such a significant member of the welfare sector. We owe our thanks in particular to a number of individuals who each played a very significant role as we moved through the various stages of expansion. Their names will one day be recorded in our history.

Our success belongs not just to a few individuals. All of our staff contributed to our development and everyone is entitled to ownership of our success.

Congratulations to all CareSouth staff on another very good year.

We are now better prepared for the years ahead and we can look forward to enjoying even more success in the future.

Thank you,

**Jim McEwan**  
Chairman of the Board



# OUR BOARD

CareSouth is a not-for-profit public company limited by guarantee. It is managed by a voluntary Board of Directors committed to ensuring CareSouth fulfills its mission - to support children, young people, individuals, families and communities. The Board is responsible for the governance of the organisation.

## Jim McEwan, Board Chairman



Jim McEwan started CareSouth (formerly known as Shoalcare) in 1994 with the amalgamation of two incorporated associations, Aunties & Uncles and the Shoalhaven Youth Refuge. For 16 years Jim represented the Board as head of CareSouth in his voluntary role as Executive Director. He retired as a Director in 2010 but was seconded by the Board to take on the role of CEO for 12 months in 2011, following a management restructure. With the appointment in 2012 of Debra Tozer as a long term CEO, Jim returned to the CareSouth Board as Chairman.

Jim lived in the Shoalhaven for over 30 years before moving to Wollongong in 2009. He was a company Managing Director, a former school teacher, and holds a BSc in Mathematics from the University of NSW. He has three children and five grandchildren. His interests include bridge, squash, golf, rugby league and road trips. Apart from his business and management expertise, Jim has many years experience as a community services Foster Carer.

## Peter Murphy, Deputy Chairman



Peter Murphy became the Chairman of the CareSouth Board in 2006, after having been a member for 15 years. This position was handed over to Jim

McEwan in 2011. For the past 42 years, Mr Murphy has run a small business in Nowra and spent 17 years as a Councillor on the Shoalhaven City Council, two of these terms as Deputy Mayor. Mr Murphy holds a position on the Boards of Tyrepower Marketing NSW Limited and Tyrepower Limited.

## Theo Boyle, Board Director



Raised in foster care himself from eight years of age until he was 15, Mr Boyle joined the CareSouth Board in April 2004. He has lived in Nowra since 1969,

where he has operated a successful bicycle business since 1980. Mr Boyle and his wife have two children.

## Nicholas Sims, Board Director



Nicholas Sims has been a CareSouth Board member since 2007. Formerly a Science teacher, Mr Sims has worked for the NSW Department of Education

and Training as a School Counsellor for the last 14 years. He has been a registered NSW Psychologist working for the Royal Australian Navy Reserves for the past seven years, in addition to running his own private Psychology practice from 2008. Mr Sims has a Bachelor of Science and Graduate Diploma of Education (Science) from the University of Sydney, as well as his Masters of Education, Psychology and Post Graduate Diploma of Psychology from Charles Stuart University.

## Christine Cook, Board Director



Christine Cook has been a member of the Board since 2004. She has a Diploma of Teaching and Certificate IV in Workplace Training and Assessment.

Mrs Cook has been a secondary school teacher for over 30 years, spending 27 years at Bomaderry High. She has been the Producer of Bomaderry High School's Rock Eisteddfod productions since 1995, which involves mentoring 100 plus students during rehearsals after school. Mrs Cook is also a member of the Management Committee of the Nowra Show Society. She is married with three children and two grandchildren.

## Farewell to Retiring Director, Rowan Bieske

Rowan Bieske was a CareSouth Board member from October 2010 and retired from the Board in 2011. He has more than 40 years experience as a Lawyer practising in the corporate and commercial fields. In addition to being one of the founding members of CareSouth, he has provided legal services to CareSouth on a voluntary basis. CareSouth thanks Rowan for his valued time and dedication over the years and wishes him the very best.

## CEO REPORT



CareSouth, every day, is working towards achieving our vision of creating a positive future for children, young people, individuals, families and communities, and providing opportunities for people to enhance their quality of life.

Our staff, carers, volunteers, clinicians, specialists and board continuously give so generously in meeting the significant demand for our services. In support, we have developed and implemented a Strategic Plan that will lead us boldly in our delivery of core activities, growth in new areas of identified need, and innovation in service design.

This year, CareSouth undertook a robust strategic planning process achieving a visionary plan for 2012 – 2016. We are bold, big-hearted and determined in our desire to become a provider and employer of choice. We will actively encourage bold and innovative approaches to foster social change and organisational development.

Since commencing as the CEO in January 2012, we have made serious progress building on our current capacities. We are working in line with our key success factors, engagement and consultation, embedding robust systems, improving structures, remuneration and reward framework, resources and service design. We have embarked upon the development of a consistent brand image.

There has been significant change in our sector during 2012, with the commencement of Out-of-Home Care transitioning from Government to Non-Government Organisations. This marks the beginning of child protection reform in NSW. Further work still needs to be achieved with early intervention, restoration and permanency planning as the key to success and keeping children safe.

CareSouth is progressing the development of key initiatives in areas of early intervention and family preservation. These initiatives will complement the positive work of our Brighter Futures, Aunties & Uncles, Mentoring, Supervised Contact and Out-of-Home Care Services.

Disability Services has undertaken the most notable development to the delivery of its services in NSW history. In response to recent reforms, our Disability Services team is working to embed internal systems and practice in preparation for person-centred approaches that will place those living with disability at the centre of decision-making.

Finally, I wish to extend my sincerest thanks to the CareSouth Board who have been unwavering in their support and advice since I commenced as CEO in January 2012. Also, to the staff and carers who demonstrate enthusiasm, courage, determination, accountability, respect, integrity, compassion, inclusion, reconciliation, boldness and big hearts, thank you. These are the hallmarks, the essence of what it means for us, CareSouth working with children, young people, individuals, families and communities.

**Debra Tozer**  
Chief Executive Officer

THE FUTURE  
IS FULL  
OF POTENTIAL



# OUR HISTORY



**1992**

A new management group (Shoalhaven Youth Refuge Inc) takes control of the Nowra Youth Refuge. Later that year, a newly formed management group (Aunties & Uncles South Coast) starts up the Aunties & Uncles program in the Shoalhaven.

**1996**

After being allocated a facility by the Department of Housing at Nowra, Shoalcare begins providing medium-term accommodation for homeless young people.



**2001**

An accommodation service for people with disabilities is established at Nowra. Mentoring services are offered as an extension of the Foster Care Program.



**2000**

At the request of DoCS the Youth Refuge is closed and recurrent SAAP funding is redirected to establish a foster care program for young people in crisis.

**2004**

Out-of-Home Care placements grow, funded by short-term individual client agreements.



**1994**

The Shoalhaven Youth Refuge and South Coast Aunties & Uncles become a single entity named Shoalcare. Five staff work at the Youth Refuge and the Aunties & Uncles program has one part time coordinator.



**2003**

The Aunties & Uncles program extends to Ulladulla. A crisis accommodation service for homeless young people is re-introduced at Nowra.



## 2008

CareSouth's Wollongong office moves to Ralph Black Drive, North Wollongong.

## 2009

CareSouth establishes an office in Queanbeyan, expanding services to the area surrounding the ACT.

CareSouth secures recurrent funding for OOHC which includes residential placements for young people aged 12 – 18 years and foster care placements for children age 0 – 18 years. Crisis accommodation for young people is moved to the new CareSouth Youth Hostel within a larger premises at Nowra. The Disability program expands to include a residential Out-of-Home Care service, Leaving Care placements, Emergency Response placements with an additional accommodation service.

## 2012

As a result of Out-of-Home Care (OOHC) reform, carer and client placement transitions commence from Family and Community Services to NGOs including CareSouth. OOHC expansion includes funding for an additional 66 Foster Care Placements over the next four years, 36 in Southern NSW and 30 in Western NSW. Also four intensive residential placements in Southern NSW. The Office of the Children's Guardian (OCG) Accreditation visit takes place, and CareSouth passes with no further recommendations for improvement and the highest accolades. There are over 300 employees.



## 2007

CareSouth becomes lead agency for Brighter Futures, Illawarra. The Family Choices program is established providing alternative family care for children with disabilities in southern and western NSW. The Out-of-Home Care program achieves five year accreditation with the Office of the Children's Guardian. Aunties & Uncles extends to the Illawarra.

## 2010

CareSouth completes the establishment of all three residential Out-of-Home Care services in Wollongong, Nowra and Queanbeyan.

## 2005

Shoalcare officially changes its name to CareSouth. Supervised Contact is introduced to CareSouth's program portfolio.



## 2011

The Mentoring Program becomes a stand alone program. There are 223 employees and 100 + Carers.



# KEY SUCCESS FACTORS

## Recruitment and retention of a skilled workforce

- Review and implementation of an integrated HR system
- Consistent implementation of the system
- Implementation of a consistent brand image across the whole organisation

## Boldness and innovation in our service design

- New opportunities identified
- New initiatives trialled and implemented
- Leader of innovation
- Community partnerships influenced through innovation

## Funding security

- Existing contracts renewed.
- Existing funding base diversified
- New contracts secured where identified need exists

## Compliance with standards

- All relevant standards identified and complied with

## Implement evidence-based best practice design

- Evidence of research undertaken across the organisation
- Embedded practices informed by evidence-based research

# TORS

## Embed robust support systems

- Review and development of integrated service support systems
- Staff trained
- Consistent implementation and maintenance of systems

## Engage with communities to support the work we do with families and communities

- Core community groups identified
- Key relationships established and maintained

## Participate with the broader sector and peak bodies to support the work we do with clients and families

- Influential peak bodies identified
- Relevant forums attended
- Relationships with members of the broader sector established and maintained

# OUR ORGANIZATION

**BOARD**

**CHIEF  
EXECUTIVE  
OFFICER**

**Executive  
Assistant**

# CLIENTS



**Mentoring**

**Supervised  
Contact**

**Aunties  
& Uncles**

**Brighter  
Futures**

**Psych  
South**

## PROGRAMS

**Supported  
Accommodation  
Assistance  
Program**

**Out-of-  
Home Care  
(Residential  
Services)**

**Out-of-  
Home Care  
(Foster Care)**

**Disability  
Services**

# ISATION



**Staff**

**Corporate Services**

**Human Resources**

## **OPERATIONS**

**Public Relations & Fundraising**

**Volunteers / Carers**

**Policy**

**Government and Non Government Agencies**

**Our Communities**

## **EXTERNAL STAKEHOLDERS**

**Funding Bodies**

**Partners, Sponsors and Donors**

## PROGRAM HIGHLIGHTS

# AUNTIES & UNCLES



**Highlights by  
Clare Wilson  
Program Manager,  
Aunties & Uncles**

### Who We Are

Aunties & Uncles is a very successful early intervention program that supports vulnerable children and families in our South Coast communities. Our program's foundations are built upon the idea of "it takes a village to raise a child".

By harnessing the rich resource of volunteer community carers, CareSouth's Aunties & Uncles program is able to offer children new experiences, as well as ongoing support and care of trusted adults who are committed to 'making a difference' in a child's life.

### Highlights

- CareSouth's Aunties & Uncles program (A&U) has undergone significant but necessary changes over the past year, due to alterations to funding arrangements and a recognition of the need to increase support to children and families over a shorter time frame. We will now formally 'graduate' those children and A&U carers in the program for more than three years, enabling them to continue their relationships independently into the future.
- Our inaugural A&U graduation ceremony took place in May 2011 in the Gerringong Town Hall and celebrated the relationship between carers and their 'niece/nephew'. Special guests included Heath Ducker (CEO of 'Youth Insearch' in Sydney / Patron of Sydney Aunties & Uncles), Nick Simms (CareSouth Board Member), and Mary Preece (Education Director of the Bundanon Trust). 21 adults and 23 children graduated at the event, along with the 10 adults and eight children unable to attend on the day.

- Our team of highly motivated and professional coordinators, Mark, Mary, Michelle, and Kym, have provided increased support to many more children in our program this year. Along with the care of their 'Aunties' and 'Uncles', they have also been able to access swimming lessons, achieve improvements in education, and have respite from some of the challenges they experience in everyday life.

- In 2011, the response to the annual A&U colouring-in competition was more than double the previous year. Over 2400 forms were received from primary schools across our regions of the Illawarra, Shoalhaven, Eurobodalla, Queanbeyan, Goulburn and the Southern Highlands. We thank our judging panel and our corporate sponsors, with special thanks to Mogo Zoo as our major sponsor. This event is vital to raising community awareness of our program and to recruit more volunteer carers to support our kids.

- We have hosted a number of key events this year, including: child and carer activity day at Hang Dog Climbing facility in Wollongong; bike ride and sausage sizzle at Huskisson; picnic day at Narrawallee Reserve; peer support dinners for A&U carers; market days at Kiama and Gerringong; information and training sessions for new carers.

### Future Direction

We have much more to do. We are looking forward to expanding our program, with confidence, enthusiasm and a continued commitment to quality service provision for children and families in our community.



## PROGRAM HIGHLIGHTS

# BRIGHTER FUTURES



Highlights by  
Carol Newing  
Program Manager,  
Brighter Futures

### Who We Are

At Brighter Futures Illawarra we believe all children have the right to a healthy, happy life, free from abuse and neglect, and the opportunity to reach their full potential. Over the past year, the Brighter Futures Illawarra program has continued to revise and develop the program in response to The Evaluation of Brighter Futures, NSW Community Services Early Intervention Program 2010, (UNSW), the Review of the Brighter Futures Illawarra program, 2011, (Leotta), and the revised Brighter Futures Service Provision Guidelines 2012 (FACS).

### Highlights

- 234 families were referred to the Brighter Futures program in 2011 – 2012. 20% of those families were Aboriginal and 10% from a Culturally and Linguistically Diverse (CALD) Background.
- In partnership with Illawarra Local Health District Child and Adolescent Mental Health Services, CareSouth Brighter Futures staff are now trained to deliver the Confident Carers – Cooperative Kids (CCKK) parenting program and the Circle of Security parenting program.
- In response to the recommendations of the Brighter Futures Illawarra Review, conducted by Consultant Grace Leotta, our team has developed a bold and innovative program plan for 2012 – 2014, providing a clear direction for our program.

- Establishment of the Intake Triage and Assessment role occurred in 2012 and a position was appointed to manage the new referrals processes for Brighter Futures.

- A Parenting Coordinator role was established to implement evidenced based parenting programs.

- Child Protection Week was a huge success with collaborative partnerships between CareSouth, Illawarra Shoalhaven Local Health District, Barnardos, Family and Community Services, and Wollongong City Council. Together, awareness was raised through a successful Professional Forum and a Family Fun day in Koonawarra.

- CareSouth's Brighter Futures team supported White Ribbon Day by actively participating in events across the Illawarra, to raise vital funds and awareness in the community of the impact of domestic violence on individuals and families.

- CareSouth Brighter Futures team supported NAIDOC Week, by promoting healthy eating and participating in the NAIDOC events held in the Illawarra.

- Reconciliation Day was commemorated with a Reconciliation Walk that provided an opportunity for community, CareSouth staff, and families to come together and share the steps towards healing for the Stolen Generations, their families and communities.

### Future Direction

Our work continues every day with great energy, motivation and enthusiasm. The Brighter Futures team is progressing well with our program development. We continue to implement changes to better meet the needs of families accessing the program. This includes the bedding down of a clinical practice framework and continued development of evidence informed parenting programs.



## PROGRAM HIGHLIGHTS

# DISABILITY SERVICES



Highlights by  
**Glenn Connor-Brown**  
Program Manager,  
Disability Services

### Who We Are

CareSouth's many Disability Services programs responded positively to changes in the sector over the past year. We continue to streamline CareSouth's approach to the service reforms whilst minimising the impact on individuals receiving our services, funded by the Department of Ageing Disability and Home Care (ADHC). Every day we provide services to families and individuals across the Southern and Western regions.

### Highlights

- Alternative accommodation was secured in Bomaderry to improve upon the Rainford site that was considered no longer suitable in meeting the needs of the residents. Increased behavioural support was required due to the confined location. The new location has significantly improved the safety and living conditions for the residents.
- CareSouth has two residents who have commenced transition to independent living in the past 12 months. These individuals are to be congratulated.
- Leaving Care provides between 14 to 35 hours of support in a community setting or through accommodation at our Leaving Care facility. Two residents from Leaving Care have progressed their individual growth plans, with one moving out of the area to re-establishing family links. The other former resident is now living independently in the community.
- Our Alternate Family Placement program supports young people with a disability to transition from the care of the Minister to independent living. In the past year, we provided four young people with support.
- Our Extended Family Support Program supports families on the brink of relinquishing care of their children or who are in crisis. They require individual assistance to build every day resilience and maintain the family unit. CareSouth was funded for six packages during 2009-2012.
- Our Family Choices program continues to expand its services for children with complex care needs. In 2011-2012, we maintained a shared care placement for two children in the Western regions and five in the Illawarra/ South Coast regions. We are assessing carers and establishing voluntary Out-of-Home Care supports for further children in these regions.
- Our Emergency Response Program has provided a range of Accommodation, and in and out of home supports for four children/young people in the past year.

### Future Direction

Prior to the appointment of a permanent Program Manager in February 2012, David Shepherd acted in the role. He should be acknowledged for his foresight in establishing efficient systems in preparation for reforms in our sector. Our superior and committed staff will continue to strengthen CareSouth Disability Services over the coming year.

## PROGRAM HIGHLIGHTS

# MENTORING



**Highlights by  
Rob Wilson  
Program Manager,  
Mentoring Program**

### Who We Are

The CareSouth Mentoring Program celebrated its One Year Anniversary in August this year. It originally commenced in the Shoalhaven Region back in 2002 as part of the Out-of-Home Care (OOHC) program. In August 2011, with the approval of CareSouth Management and Board, the Program was re-established in the Illawarra Region.

CareSouth's Mentoring Program is a direct preventative response to the growing number of children and young people who have been identified as benefiting from a Mentor in their lives within the Illawarra.

The Mentoring Program aims to engage children and young people aged 12 - 24 years of age in a structured and trusting relationship where a caring individual will offer guidance, support and encouragement. The relationship with a Mentor will assist to develop the young person's self-confidence, develop life skills, build their resilience, expand on their educational and vocational options, build on their strengths in order to reach their full potential and strengthen their connection to families and communities.

The CareSouth Mentoring Program is a community based prevention case management model. Goals are discussed and established with the child or young person and reviewed on a regular basis. A Mentoring Plan developed by all parties outlines the strategies and process that will be followed to achieve these goals.

It is also a Therapeutic and Evidence Based Model in that both Mentees and Mentors are clinically assessed and supported throughout the term of the relationship. Both the Mentor and Mentee agree to an initial relationship of weekly contact over a period of at least 12 months.

### Highlights

- The Mentoring Program has matched 19 children and young people with a Mentor in its first year. Referrals from CareSouth programs have included the OOHC, Brighter Futures and Disability programs.
- In 2011, the advertisement, recruitment, assessment and training of eight Mentors took place in July and six Mentors in September.
- In August 2011, ten children and young people were referred from OOHC Wollongong. Only internal CareSouth referrals accepted at this stage. The Australian Youth Mentoring Network benchmark standards guide the program's best practice. The Therapeutic Mentoring Program commenced when seven of the ten young people were matched with a Mentor.
- In November 2011, direct marketing of the program to Shellharbour and Wollongong CSC took place.
- In February 2012, the first external fee-for-service Mentoring referral was received for 12 months.

### Future Direction

Fee-for-service referrals from Family and Community Services (FACS) continue to reflect the shift of responsibility from FACS to Non Government Organisations (NGOs). The CareSouth Mentoring Program will continue to grow and become an inherent prevention and measured quality service to the children and young people of our region.



## PROGRAM HIGHLIGHTS

# OUT-OF-HOME CARE FOSTER CARE



Highlights by  
**Chris Stubbs**  
Program Manager,  
OOHC - Foster Care

### Who We Are

CareSouth is now the largest Foster Care provider within the Southern region and as a result supports six teams across the whole region. The Foster Care Program is currently funded to provide 106 Foster Care Placements across the Illawarra, Shoalhaven, Southern Highlands and Southern Tablelands.

Our Program has six separate Foster Care teams with the addition of a Foster Care recruitment team designed to respond to the current and future demand for Foster Care placements. CareSouth is very fortunate to have an excellent team of Managers supervising an equally skilled and motivated team of caseworkers across the whole region.

### Highlights

- This past year has been one of the most significant for the Foster Care sector with the NSW Government commencing an Out-of-Home Care (OOHC) Transition Implementation Framework designed to improve the provision of Foster Care services. Family and Community Services has a five year plan to transfer 80% of Non-Aboriginal children to the NGO sector and a 10 year plan to transfer Aboriginal children.

- CareSouth will establish an additional 36 placements over the next four years, and 30 placements within the Western Region. This has major implications for our Foster Care Program but we have already risen to the challenge over the past year through enhancing our Foster Care team with specialist Foster Care Recruitment and Support teams across the region. It is clear that we need to ensure that we recruit, train and support our Foster Carers to the highest level so that they in turn provide the highest level of support to the children within our care.

- CareSouth is taking on a lead role in managing the transition process in the Southern Region, working with Family and Community Services and the other Non Government Agencies. CareSouth OOHC, Foster Care Program Manager, Chris Stubbs, is the Co-Chair of the Southern Regional Implementation Group whose primary focus is moving the Transition process forward within this region.

### Future Direction

The main challenge for the CareSouth Foster Care Program is to continue to provide a high level of support to the Foster Care placements within our responsibility whilst increasing the number that we supervise. The Foster Care Program team believes that by working inclusively and collaboratively every day, we will empower children, young people and families to maximise their potential.



## PROGRAM HIGHLIGHTS

# OUT-OF-HOME CARE, RESIDENTIAL



Highlights by  
Tracy Mayo  
Program Manager,  
OOHC - Residential

### Who We Are

CareSouth Out of Home Care Services have been in operation for more than 10 years, supporting children and young people in Southern NSW. The children and young people we support have complex, medium-to-high support needs. These young people may not be able to live in their family environment because of issues that require a coordinated, individualised intervention program.

We support the children, young people and their families by providing permanency planning in a nurturing, caring and predictable environment. The program delivers 24/7 care and individualised programs with a holistic approach to service delivery.

We also provide short-term and emergency accommodation for young people aged 16 to 24 years. This service provides intensive case management to assist each young person to work towards an improved independent living option.

### Highlights

- In the past year, the CareSouth residential team has consolidated learning and undertaken a major transformation. We are working as a team to challenge and shift our perspectives to a new way of assisting children and young people.

- Our new model is based on knowledge and understanding of the 'reparative care environment' along with an in-depth understanding of trauma and abuse and attachment theory. Understanding the individual child or young person's trauma history is integral. We are working with our staff to provide training and support to ensure that we all learn collectively, and to develop and bed down our new model as a team.

- We have developed our Philosophy of Care and remain committed to enhancing the lives of children and young people in our care. We believe in building on strengths and staying connected to individual children and young people by creating stability, security and a sense of belonging. We provide sound, effective and responsive casework practice that is child and young person centred.

- We honour the Aboriginal and Torres Strait Islander Placement Principles where children or young people's identity, spirituality and culture are respected, valued and promoted.

- Every day we build on our knowledge through clinical advice and support and best practice principles, whilst maintaining a creative, enthusiastic and passionate approach to individual children and young people.

### Future Direction

We continue to make a difference to the sense of safety, healing and day-to-day behaviour of children and young people. We value our team and their commitment to best practice, along with our clinical support teams. We are inspired by the strength of purpose, engagement and resilience of the children and young people we work with every day.



## PROGRAM HIGHLIGHTS

# SUPERVISED CONTACT AND TRANSPORT



Highlights by  
Paulette Sewell  
Program Manager,  
Supervised Contact  
and Transport

### Who We Are

Our services include Supervised Contact, Supported Contact, Indirect Contact, Transportation of children and young people (to school, respite, school camps, appointments), Child Minding (during school holidays and carer training days), Sibling Contact, and Handovers which are handled by our Supervised Contact team for a small fee.

The Supervised Contact workers are all qualified in the welfare field and receive ongoing training to ensure that we provide the best possible service. With a variety of qualifications – former teachers, childcare workers, police and nurses – our staff can provide a number of services to our clients. Some of our staff are multi-lingual which provides an added service to our clients.

Supervised Contact Assessments involve interviews between the Program Manager and both parents, either separately or together, to ascertain if our service can support their needs. In family law matters, assessments can be used to identify issues preventing contact or causing relationships to breakdown. Separate referral processes will apply in family law matters.

### Highlights

- The Supervised Contact and Transport Program has grown considerably in the past 12 months. We now have a team of 55 contact workers, from Ulladulla to Sydney. We co-ordinate more than 250 children's contacts or transports. Our busiest areas are Wollongong to Shellharbour, covered by a team of 22 Contact and Transport workers. We have two workers in Sydney and our first Canberra worker. Nowra and Ulladulla have a team of 24 Contact and Transport workers.
- CareSouth has conducted a significant recruitment of new contact workers in the South Coast to look after the new carers being taken on internally. This will ensure we have the staff to cover these new families, and continue to provide a safe and secure environment for the children we look after.

- Since the last financial year there has been a 30% rise in the total hours, and we are proud to coordinate over 1000 hours of contact a month. Our coordinators Sally Howe and Tiffany Richards deserve a special mention for working tirelessly to ensure the smooth running of the contacts from receipt of the referral to completion.
- Our well-equipped contact room at the Wollongong office is a popular resource for our clients, with an average of two-to-three contacts a day in this space. Feedback is very positive. Our contact space is a friendly and comfortable environment, providing age-appropriate activities for families to connect and enjoy time together.

### Future Direction

As the transition of Out-of-Home Care from Family and Community Services to Non-Government Organisations continues, the Supervised Contact team is committed to ensuring we provide enough workers in all areas. Another recruitment will take place in the Goulburn and Canberra regions over the coming year.

For a foster child, contact with their families is a very important part of their lives. The Supervised Contact team are passionate about ensuring that these interactions are a safe and enjoyable experience for the child. We continue to strive to offer the best possible services to our clients and families.

It is our intention to raise vital funds and awareness through events based fundraising, along with strategic media publicity and marketing campaigns to further our reach and engage with our communities. These strategies will assist us in helping as many children, young people, families and individuals as we can.

It is a very exciting time for CareSouth. We will continue to grow as an organisation and as a collaborative and supportive community member.

# PARTNERSHIPS AND FUNDRAISING



by Jennifer Nelson  
Manager,  
Partnerships and  
Fundraising

## Who We Are

CareSouth has heightened its community engagement and fundraising priorities with the exciting new addition of a Partnerships and Fundraising Department. Jennifer Nelson, Manager Partnerships and Fundraising and Caroline Jones, PR Coordinator are joining forces to raise the profile of CareSouth and actively engage support from our local businesses and communities.

CareSouth's Partnerships and Fundraising Department commenced operation in May 2012 with a definite purpose: to engage the support of our local communities and businesses, to raise awareness of CareSouth programs every day, promote a broader understanding of our clients' needs with a view to fostering social change, and fundraise for successful program delivery on a larger scale.

## Future Direction

CareSouth is growing at a rapid rate and, as we enter our 21st year as an organisation, the public will see us with a fresh new look and tone following an in depth rebranding. We are on track and very much looking forward to our bold, big-hearted and determined approach capturing the hearts and minds of many as we come of age in 2013. CareSouth will launch a dynamic new online presence with a new website to 'go live' at the same time as our new brand identity.

CareSouth understands the importance of being involved at a community level. We realise that involvement from our communities further enhances and enriches the work we do. We will be seeking to deepen our ties within our local communities through a more considered and determined approach in engaging individuals, groups, and businesses.

It is our intention to raise vital funds and awareness through events based fundraising, along with strategic media publicity and marketing campaigns to further our reach and engage with our communities. These strategies will assist us in helping as many children, young people, families and individuals as we can.

It is a very exciting time for CareSouth. We will continue to grow as an organisation and as a collaborative and supportive community member.



# CARESOUTH HUMAN RESOURCES

## Building a Workforce that is Trained, Skilled and Rewarded



By Jacqueline Forst  
HR Manager

CareSouth Human Resources' focus in the past 12 months has been to work in a more strategic manner to build a workforce that is appropriately trained, skilled and rewarded. With a high level of effort and resourcing, we are making significant progress in achieving our goals.

Specific goals that will continue into 2013 are:

- Effective and skilled Managers supported by effective and appropriate HR systems and procedures;
- Employees hired and promoted based on merit and good recruitment practices;
- Extensive training and development in line with organisational and individual goals;
- A high degree of equality within the workforce - fair and transparent reward with information openly shared; and
- Good Performance recognised and rewarded.

Our Workforce Strategy will continue to develop human capital and reduce the high costs of poor human capital. The Reward Framework is a strategy for human capital growth. Our staff is our value creation and this directly leads to positive client outcomes.



# OUR FOOTPRINT





THERE CAN BE  
NO KEENER  
REVELATION OF  
A SOCIETY'S  
SOUL THAN THE  
WAY IN WHICH  
IT TREATS ITS  
CHILDREN

**Nelson Mandela**

## Q&A WITH OUR CEO

CareSouth welcomed Debra Tozer as our new Chief Executive Officer in February, 2012. Deb has more than 20 years experience working in the Human Services sector for not-for-profit organisations. Deb spent six of those years in acting Chief Executive Officer, Executive Manager and Director of Services positions. Deb's leadership contributed to the overall development and significant growth of those services. Most recently, Deb facilitated the establishment of an Out-of-Home Care residential service for young people with high support needs. Below Deb answers some questions about her past experience and her vision as the driving force behind this exciting next chapter in CareSouth's future.

### What do you love most about your job?

People, and the privilege of sharing their everyday achievements and hurdles. I love children and young people, they are our future. Inspiring others, influencing change and enhancing quality of life.

### When did you first become interested in child welfare?

In my teenage years, I was just 18 years old when I applied unsuccessfully for my first job working with children in care.

### What is the most important skill or value you have learnt over the years?

Listening, doing what you say you will and laughter. I am a born optimist and in the words of Monty Python, I "always look on the bright side of life".

### What is your vision for CareSouth?

To be an employer and provider of choice, known for our bold, big hearted, determined, everyday approach in creating a positive future for children, individuals, families and communities.

### Who inspires you?

Everyday people, my family, friends, children, staff and carers.

Most recently Gail Kelly, long term it would be Eleanor Roosevelt.

### Do you have a favourite quote that expresses your philosophy of life?

I love quotes, I have many favourites, including: "Do more than belong: participate. Do more than care: help. Do more than believe: practise. Do more than be fair: be kind. Do more than forgive: forget. Do more than dream: work." (William Arthur Ward)

# CARESOUTH WELCOMES TRANSFER OF OUT-OF-HOME CARE TO NGOS

CareSouth welcomes the new long-term plan to transfer Out-of-Home Care (OOHC) to Non-Government Organisations (NGOs) in NSW. We have been taking the necessary steps over the past year to prepare for the increase in foster care placements based on this reform.

“We are committed and working hard to ensure the transition will happen smoothly and at a pace that matches CareSouth’s capacity to deliver quality services, with the best interests of children, young people and their families as the key driver,” said **CareSouth CEO Deb Tozer**.

The reforms, set to be rolled out over the next four years, follow the recommendations of a 2007/8 inquiry into the state’s child protection system. Justice James Wood found the non-government sector’s foster care programs were superior in many ways to the government’s.

“I believe in non-government organisations it’s more about building relationships and long term commitments, whereas government departments are not necessarily as well placed to provide those,” said Tozer.

CareSouth currently looks after 106 children in foster care across the Southern region and expects to be given approximately 36 new children to look after in the next four years. CareSouth will also be expanding into Western NSW in the year ahead. More carers will need to be recruited to meet the demand.

“CareSouth’s Foster Care Program has been preparing for this transition for some time and we are excited about the future opportunities that this will provide to children and young people in care,” said **Chris Stubbs, CareSouth Program Manager, Foster Care**.

CareSouth has already implemented plans for ongoing recruitment, assessment, training and induction of more carers and key staff, including a new Recruitment Manager for the OOHC team. In addition, CareSouth is playing a role in the Southern Regional Implementation Group – a group of NGO and Community Services representatives working together to develop a consistent process for how each NGO will consider placements.

“Two key guiding principles we have agreed on in the Southern Region Group is to make the process as streamlined as possible and ensure that this process is inclusive of the Family and Community Services (FACS) foster carers,” says Mr. Stubbs.



# OUR COMMUNITY OF CARERS

## Making a Difference Every Day

"There are people who say they are lonely - yet there are so many children in the world who are in need of a supportive relationship."

**Karon,  
Family Choices Carer**

"They often come with emotional baggage and problems, but you've got the support of case workers all the time. You sometimes find yourself teaching them basic things such as how to brush their teeth properly. If their parents weren't taught it themselves, then how do they know what's right? Some of these kids have never smiled; they don't know how to. So seeing them break into a grin, or laugh for the first time, that's the best feeling - it really is priceless."

**Michelle,  
CareSouth Foster Carer**

"We do homey things and bake. We have also done school projects and it is very rewarding. It is quite good fun for all of us actually. We have taken her down to the beach and swimming, and a couple of weeks ago we took her down to the snow. We took her on a train to Sydney and walked across the bridge. We are not doing anything better than her mum can do. We are just helping out."

**Greg and Margaret,  
CareSouth Aunty and Uncle**

# FINANCIAL REPORT



**Renee Schott**  
Chief Financial Officer

CareSouth continued its expansion during the 2011-2012 financial year. Our infrastructure and support services have been significantly developed to ensure that we continue to provide a high level of service delivery to our clients and service providers. The NGO sector continues to grow and the long-term projection for CareSouth is growth across all of our service areas.

The Finance, Administration, and Corporate Support Teams consist of around 15 staff in full-time and part-time capacities.

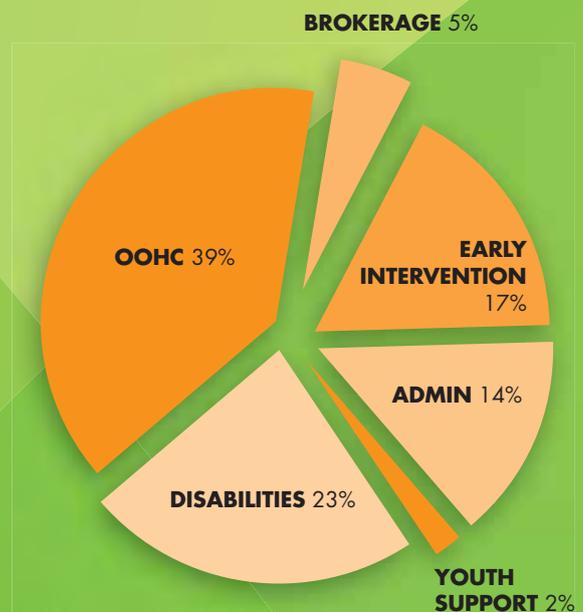
These key staff are responsible for providing:

- Facilities and Building Management
- Fleet Management
- IT Services
- Accounting
- Payroll
- Records Management, and
- Other Administration-related functions

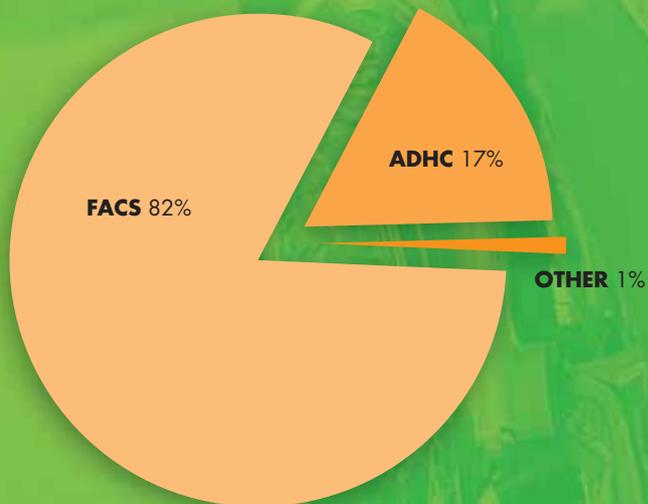
## CareSouth Revenue 2006-2012



## Expenditure by Segment 2012



**Income by  
Source 2012**



# HUGE THANKS

## to our 2011/2012 Partners, Supporters, and Donors!

We would like to send an enormous THANK YOU to all the individuals, families, businesses, clubs and organisations who have supported us over the last year.

Please know that you have made a very real difference in a child's life!

Every donation or in-kind gift truly does matter.

# ACKNOWLEDGEMENTS

## Our thanks to:



## Our huge thanks also to all others who donated to us this year, either in cash or in kind, including:

- Kinghorn Motors, Nowra
- Rotary Club of Gerringong
- Lions Club of Minnamurra
- Rotary Club of Bombaderry
- Mogo Zoo, Mogo
- National Zoo & Aquarium, Canberra
- Questacon, Canberra
- Australian National Maritime Museum, Sydney
- Historic Houses Trust, Sydney
- Australian Museum, Sydney
- Explore ANZ Stadium, Sydney
- Taronga Zoo and Taronga Western Plains Zoo, Sydney
- Shoalhaven Zoo and Adventure World, Nowra
- Merrigong Theatre Co, Wollongong
- Land's Edge Surf School, Seven Mile Beach
- Dolphin Watch Cruises, Jervis Bay
- Illawarra Fly Treetop Walk, Southern Highlands
- Imax Theatre, Sydney
- Sydney Harbour Bridge Climb, Sydney

We would like to thank each and every one of the many individuals, businesses and organisations, who donated to us in kind or in cash in the 2011/2012 Financial Year.



THANK  
YOU!

# CARESOUTH ANNUAL REPORT 2011-2012

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