



Toora Women Inc.
ANNUAL REPORT 2013-14



Toora Women Inc. acknowledges the Aboriginal People as the Traditional Custodians of this land that we live and work on. We would like to pay our respect to their elders past and present, to celebrate their ongoing contribution to Australian culture, and express our gratitude for the privilege of being here.

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Board Report

Once again I want to thank current board members Gail Freeman, Flor Sermeno, Kim Bolas, Susan Clarke-Lindfield (ED), Bogda Kocik and Indijana Kecin (Advisory Forum representatives) for their commitment to Toora expressed through the Board environment with integrity, knowledge and skill. I can look back and rejoice that our stable core has allowed us to achieve a solid block of work this year. I would also like to acknowledge the invaluable secretariat services provide by Ella Ward and I would like to formally welcome Joan Scott as another community representative.

On behalf of the Board I wish to express my heartfelt thanks to the women of Toora Women Inc. (Toora) who continue to work tirelessly providing services, support and advocacy to achieve better outcomes. They are increasingly vulnerable to being overlooked in a federal funding environment where paucity and deliberate misunderstanding prevails.

This year our challenges have also been our achievements. After previous years of weathering a difficult legacy, funding cuts and restructure requirements, this year, we as a Board and Toora as an organisation, have been in a position to embrace our strategic functions and make some critical decisions about our future directions.

As a whole organisation we have decided to align ourselves and therefore our Strategic Plan with the evidence base that supports gender responsive service delivery. We can be thankful to our feminist roots that offered such a critical structural analysis of power and disadvantage via exposing the subordination of women, the devaluation of care and a myriad of other variables.

However, the evidence base that is located in gender, recognises the women and children who use our services are those that have limited access to society's resources and opportunities. Once we had emotionally processed this realignment, our Strategic Plan developed robustly and consistently into a living document of which we can be proud.

Constitutional reform has been on the agenda for some time and thanks to the work of Ella Ward, the Board and the organisation were able to make some decisions and changes, the fruits of which we witness at the AGM.

At the time of writing, the MEA negotiations are underway and while we can anticipate some vigorous dialogue, I can trust it will be done within an organisational culture of safety and respect.

I reflect with wonder at Toora's strategic, cultural and professional achievements as a whole organisation. While the success has to be attributed to all of us, it is the Advisory reps as the conduit between the Board and workers who enable accountability and transparency and who are deserving of great appreciation.

I want to offer my heartfelt thanks and congratulations to Susan, for her transformational leadership, professionalism and dedication. It is fantastic having her at the helm.

I look forward to 2015 confident our shared history, frameworks and commitment will enable us to thrive rather than merely survive.

Carmel McBride
Chair

Executive Director's Report

The primary focus for Toora this year was to imbed the restructures of our AOD and homelessness services and prepare the organisation for more change to come. It has not been the easiest year as staff members have endeavoured to learn to work in different ways with often larger caseloads against a backdrop of funding uncertainty and quality review. Looking back at this time, we're proud to say that during these challenging days we managed to maintain a high level of service delivery to the women and children in our care.

Service Profile

This year we provide services to a total of 572 women with complex issues who have experienced past or present traumas such as:

- Domestic and sexual violence
- The impact of their own or another's drug and alcohol use and/or mental health issues
- Homelessness or needing support to stay out of the homelessness system and
- Women in the ACT corrections system

Our current drug and alcohol and homelessness programs range across a variety of settings such as crisis and transitional accommodation, day programs and outreach support, allowing Toora a wrap-around trauma informed care model, in an integrated service system. We deliver these complex services within a human rights and gendered framework.

30th anniversary party and launch of the WIREDD Day Program

In August 2013 we celebrated this important milestone and took the opportunity to launch our very successful Day Program.

Executive Management Restructure.

Sadly, our deputy director Branka Trajkovski took voluntary redundancy after 22 years employment with Toora. This resulted in a review of the management level of the organisation and a strengthening of the decision making authority of the Leadership team.

Strategic Planning

The Board and Leadership of Toora had the task of developing a new strategic plan which will move the organisation from a community service model to a business model over the next three years. To aid this planning process, the Leadership team researched and created a resource package which summarised the outcomes of the previous plan; conducted an extensive external scan of where Toora sits in its environment; summarised the many current and future funding reforms; and conducted and summarised staff, stakeholder and service user consultations.

Additionally, our research identified a number of gaps in service delivery and areas for potential growth. This package and planning process received a commendation from the Accreditation team.

In June 2014, a strategic planning workshop was facilitated by Wendy Prowse, Deputy Director of ATCOSS. The completed plan is included in this annual report and we believe that it will take us to where we need to be in 2017.

Reconciliation Action Plan

In this reporting period, Toora provided services to a total of 57 Aboriginal women.

We strive to develop and maintain good working relationships with Aboriginal and Torres Strait Islander organisations and communities. This year we had representatives from Winnunga Nimmityjah do an onsite visit to Lesley's Place to talk about their service and what they had available to Aboriginal and Torres Strait Island People. We also shared what we do at Lesley's Place and gave them pamphlets to take back and share with the rest of the team.

AOD staff and residents participated in the bridge walk for Sorry Day on Friday the 23rd of May.

All external Toora job advertisements are circulated to Aboriginal and Torres Strait Islander networks and include an encouragement to apply. These efforts have been successful and we were fortunate to employ an Aboriginal woman to our AOD team.

Accreditation

This was a big year for quality assurance. First, we began a new cycle of accreditation with QIP which meant that all of our previous work to achieve and maintain accreditation was set aside and we had to start again from square one.

In preparation, Toora created the position of the Policy and Quality Assurance Officer and Ella Ward took on this very challenging role.

We began using the QIP portal – allowing us to upload all of our documents to a single database that was cross referenced against other accreditation standards we have to maintain including Prequalification and the NDIS. Although it was a mammoth task to prepare all of the relevant documentation and upload it, these efforts should be rewarded in future. Next time we have to update our accreditation or become subject to a new standard, most of the material will already be cross referenced and available.

Between 22nd and 24th April, three external accreditors came to Toora and audited our work. Not only did they look at our policies and procedures, forms and processes, but they also interviewed staff, service users and stakeholders to verify the work we had submitted. Toora passed the external review with flying colours and received accreditation, subject to the passing of the organisation's new strategic plan. Once this was submitted to QIP, every standard was assessed as met.

I would like to thank Ella, the Leadership team and Toora staff for their hard work and support. Without their positive response, we would not have been able to achieve such a wonderful result.

Merging On-call

Toora has traditionally maintained two separate on-call systems for our AOD and homelessness services. With the funding cuts, this became unsustainable and so in August 2013 a decision was made by the Leadership team to introduce change in the workplace.

An exhaustive consultation process was undertaken with staff to look at what the likely impact would be of merging the two systems on service delivery, the rostering of staff, the financial impact for staff, and what they considered would work well and not so well.

In February 2014 the two systems were successfully merged resulting in one overarching system for all of Toora. An evaluation will occur in November 2014.



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Coming Home Program

Our program coordinator, Kirsty McIntyre-Smith resigned in January 2014 and Sheila Ligo took up the position of team leader.

The Coming Home Program is funded by the Commonwealth and ACT Government under the National Partnership Agreement on Homelessness, which was due to expire on 30th June 2014. After much sector lobbying, in May we were all notified that the funding would be extended for a further 12 months and while we were tremendously relieved, by then the impact on NPAH services was clear to see. At Coming Home, a second employee resigned to take up more secure employment and we were faced with recruiting two positions in a three person team.

I would like to thank Sheila for her loyalty and dedication in staying to lead the program during very uncertain times.

Looking Forward

Toora has grown and adapted, showing a capacity for change which will stand us in good stead in the future. Business modelling and unit costing, both previously foreign concepts, should be in place in the new financial year.

MEA negotiations begun two years ago should be finalised before December 2014.

Many Thanks

I have a fantastic team here at Toora and would like to take the opportunity to thank every one of you.

Staff are steady achievers who come into work every day and do their job to the best of their ability. They are the foundation of Toora and epitomise how the values of the organisation can be put into practice.

The Admin staff are such a pleasure to work with and continue to produce the necessary back end results to ensure we run smoothly.

The Leadership stepped up to the plate with the redundancy of our deputy directors position and formed a very tight decision making team. I really couldn't ask for a better group of women to work with in guiding this organisation.

We are very fortunate with our Board who graciously combine late nights and complex decisions and still come back for more. We appreciate their skilled governance and forward thinking.

Thank you all.

Susan Clarke-Lindfield
Executive Director

Toora Accommodation and Support Service

The first of July 2014 marked the beginning of the Toora Accommodation and Support Service (TASS).

As a result of funding cuts, TASS was introduced, combining Heira Multicultural Domestic Violence Service, Toora House Crisis Service and Aleta Outreach Service into the one service. This resulted in a decrease in the number of workers, and therefore an increase in caseload per worker. The Service's obligations under its funding agreement, however, have remained the same.

This restructure required a review and revision of the policies and procedures of the three services, which resulted in new policies and procedures being introduced for TASS.

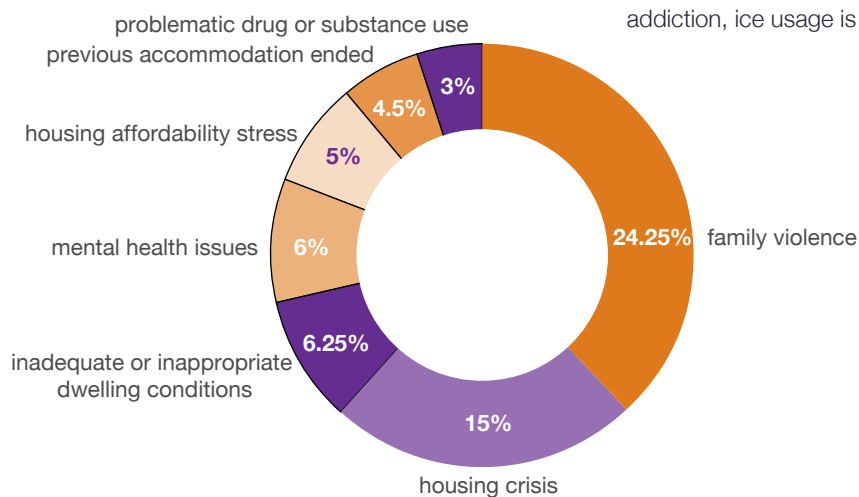
Service Profile

TASS provided residential and outreach services to a total of 256 women this year with an average length of stay of 105 days.

It is worth mentioning that 22.25% of our service users are over the age of 50 years, a growing trend due to the fact that older single women often earn lower average wages than men, have less secure employment and can be left financially worse off after relationship break-ups.

Main reasons for entering our service is domestic and family violence (24.25%), housing crisis (15%), inadequate or inappropriate dwelling conditions (6.25%) and mental health issues (6%), housing affordability stress (5%), previous accommodation ended (4.5%) and problematic drug or substance use (3%).

For those women entering Toora with an active addiction, ice usage is an area of growing concern.



Collaboration

TASS works closely with a range of government and non-government organisations in the ACT. Our main referrals come from First Point and Supportive Tenancy Services, and we have strong working relationships with these services. We also work closely with Client Support Coordinators within Housing ACT in relation to outreach referrals to assist women to sustain their tenancies. In recognition of our MOU with DVCS, we continue to receive referrals from DVCS in relation to after-hours accommodation.

TASS also works closely with a range of alcohol and drug services such as Lesley's Place, WIRED, Arcadia House, Directions, Canberra Recovery Service, the Alcohol and Drug Program, Karralika, and the Sobering Up Shelter. Similarly, we have working relationships with mental health services such as ACT Mental Health, Adult Mental Health Unit, Step Up Step Down Unit and Beyond Blue. In the past year, members of the Crisis Assessment and Treatment Team visited TASS to discuss support strategies in relation to mental health issues and suicide prevention.

TASS commonly refers women seeking counselling services to the Women's Health Service (WHS), in recognition that their trauma informed framework complements our approach. The TASS team leader attended a WHS meeting to discuss and strengthen our working relationship, which included streamlining our referral processes.

Toora Women Inc. is collaborating with Canberra Men's Centre in the Working with Complex Needs Project. As part of this joint collaboration, a TASS team member has attended training at the Working with Complex Needs teaching clinic in Adelaide and will be working with clients at the Complex Needs Clinic alongside Canberra Men's Centre. This collaboration also provides TASS the opportunity to refer women with complex needs to the Complex Needs Clinic.



Those women who are not willing to participate in case management are ineligible for our service. Unfortunately, this has created a gap in service delivery and is likely to result in homelessness and further risks to their mental health.'

TASS also collaborates with services within Toora Women Inc. One example of this was TASS's collaboration with Coming Home, where TASS provided accommodation and was involved in joint case management, which contributed to better outcomes.

We also liaise with services such as Women's Legal Centre, Legal Aid, Street Law, Victim Support ACT, Community Housing Canberra, Havelock House, SIDS and Kids ACT, Care and Protection Services, and Companion House. TASS is continually looking to develop new working relationships with other organisations in the ACT for the benefit of women who access TASS.

Systematic Input

We contributed to the development of best practice in the community sector through our involvement in a range of forums and councils. For example, we have been involved in Joint Pathway meetings, Mental Health Forums and the Women's Services Network.

I am a member of the Domestic Violence Prevention Council (DVPC). Many key issues have been discussed by the DVPC including funding cuts to the community sector, and funding cuts to services such as TIS. I am able to bring my knowledge and experience of the many issues facing women in Canberra, and the important role TASS plays to these meetings.

Key Trends

Toora historically has accepted women who only want a safe bed for the night and who were not willing to access support to address issues such as mental health and/or alcohol and other drug concerns. Our funding contract now requires us to provide 100% case management, meaning those women who are not willing to participate in case management are ineligible for our services. Unfortunately, this has created a gap in service delivery and is likely to result in homelessness and further risks to their mental health.

TASS works with women around harm minimisation strategies, providing them with information and referrals to day programs, and detox and rehabilitation services.

TASS continues to support a high proportion of CALD women on temporary visas who are escaping domestic violence.

Future direction

As a result of the restructure, TASS team members are now required to support women in relation to a range of issues such as domestic violence, mental health, alcohol and drug use, and sustaining tenancy. TASS team members have expanded their skills and knowledge base in order to meet the service provision demands resulting from the restructure, and have developed a more integrated approach to supporting women accessing the service. TASS is also engaging in early intervention and prevention through outreach support.

We have observed that a greater number of women are seeking education and training opportunities, and will continue to support them in relation to this in order to increase their employment opportunities. TASS is looking to expand the range of exit points available to women leaving TASS, focusing on community housing, private rental, and share accommodation.

In light of the importance of service outcomes for funding purposes, all TASS team members completed Outcomes Star training. In the near future, TASS will implement an outcomes-focused approach to service provision.

Thanks

I would like to thank the entire TASS team for their hard work and commitment over the last 12 months, particularly in light of the restructure. I'd also like to thank the management and admin team for their support. And thank you to all the services TASS has worked with, especially AOD and the Coming Home Program. We look forward to continuing to work with you in the coming year.

Mirsada Draskovic
Manager

Toora Alcohol and Other Drug Services

Toora AOD Services deliver trauma-informed Alcohol and other Drug treatment for women in the ACT and surrounding areas. We strive for high quality service provision through a range of wraparound treatment and support programs. These include:

Lesley's Place Residential Service: Treatment and recovery support and case management, including outreach, for women and accompanying children. Women residing at Lesley's Place attend the WIREDD Day Program.

Marzenna House: Transitional Residential Service offering AOD treatment and support for women and accompanying children

Women's Information, Resources and Education on Drugs and Dependency (WIREDD): Provides support, information and referral for women with drug and alcohol issues through phone and drop in services, one to one counselling, case management and outreach.

Women's Information, Recovery Education on Drugs and Dependency (WIREDD) Day Program: An 8 week program for women based on a social cognitive behavioural model, which offers Alcohol and Other Drug Relapse Prevention information, education and skill building.

Toora AOD Counselling Service: Psychotherapy and Counselling are professional activities that utilise an interpersonal relationship to enable clients to develop self-understanding and to make changes in their lives.

Service Innovations

In August 2013 we launched our WIREDDD Day Program. The program is designed around creating a balanced lifestyle, within a relapse prevention framework, and includes topics on physical and mental health and personal development. We cover important issues for women such as healthy body image, relationships, communication skills and mindfulness.

46 women have accessed the program throughout the year, and 23 women achieved graduation. 16 women have chosen to attend a second round of the program in order to maximise on their learnings.

When asked to evaluate their experience of the program, the response from participants has been overwhelmingly positive. Women have reported an increase in confidence, self-esteem and problem solving through gaining a greater understanding of alcohol and other drug dependency.

The following are some testimonials from our participants:

- "I have better self-esteem, self-empowerment and ability to take control of my life choices"
- "I am loving my new awareness of myself and being able to identify my feelings"
- "I feel more confident and am able to use strategies I've learnt here to cope with issues in my life"
- "I don't use anymore and I understand myself so much better"
- "I loved the support of the other women in the group"

When we restructured the service in 2013, we created a new position for an AOD Clinical Specialist. In January this year, we were very fortunate to have Cara Crossan join the team and bring her expertise to this role. Along with providing clinical support and training for the AOD team, Cara also provides group therapy at the Day Program, and offers 1-1 addiction counselling using a psychodynamic model which examines the way that the past informs our current beliefs, and which challenges learnt behaviours regarding addiction, using Cognitive Behavioural Therapy.

In keeping with our vision to expand the service's capacity to work with partners and families of women addressing substance dependency, our Clinical Specialist also offers couples and family counselling. In the six months since taking up the Clinical Specialist role, Cara has conducted over 100 counselling sessions.

Also, we are delighted to have Charmaine Barratt join the team in our newly developed Support Worker role. Charmaine is an Aboriginal woman with a strong connection to her culture in the Canberra community. Her knowledge of the resources available to Aboriginal women in the ACT makes Charmaine a well-informed support and advocate for the many Aboriginal women who access our service.

Welcome aboard Cara and Charmaine!

Collaboration

We continue to work closely with and cross-refer to other services in the AOD sector. These include the Canberra Hospital Withdrawal unit, the Health Directorate's Alcohol and Drug Service (including the Court Appointed Drug and Alcohol Service), Directions and Arcadia House, Karralika Programs, and Canberra Recovery Service.

We attend fortnightly outreach to women incarcerated at the Alexander Maconochie Centre, providing information, education, referral, assessment and case management. We also continue our weekly outreach to the Canberra Hospital Withdrawal Unit.

We have also recently established an alliance with the Canberra Men's Centre, participating in their new Complex Need Project established to provide counselling for people with complex needs. Our Clinical Specialist has undergone this new training and is now providing some regular counselling sessions in conjunction with the Centre.

In June, we collaborated with ATODA to support the continuation of Drug Action Week, by hosting an open day at the Day Program. Approximately 25 people attended the presentation, and it was a great opportunity to network with other services.

Systemic Input

Toora AOD Services has participated in many sector development projects throughout the previous year. We regularly attend the ATODA Workers Group, where important sector initiatives are discussed. We are partners with ATODA in the Under 10% Smoking Cessation Project, provided consultation on the Minimum Qualification Standards, and participated in the ATODA Stakeholder Survey. We also attended the Canberra Collaboration ATOD Research Workshop, and the National Alcohol and other Drug Conference.

We continue to develop and maintain partnerships with, and make referrals to mental health and specialist related services in order to provide a collaborative approach to integrated care for the women who access our service.

In May this year, we were invited to deliver a presentation regarding Toora AOD Services, and be part of a panel for questions and answers at the Alcohol and Other Drug Mental Health Forum for Consumers and Carers, organised by Carers ACT. 80% of the women who accessed our service throughout 2013 – 2014 have a mental health diagnosis, so we were excited to be involved in this opportunity to provide information to the Mental Health Sector regarding our trauma informed expertise and capacity to work with women struggling to manage co-occurring AOD and mental health issues.

Key trends

Throughout the past year, we have seen a marked increase in Aboriginal women accessing our service. In fact, over 20% of the women who accessed residential treatment and support were Aboriginal.

We have also seen an increase in young women (late teens – early 20's) seeking AOD support. While alcohol remains the primary drug of dependency (particularly for women in the 40–60 age group), we have observed an increase in Methamphetamine (Ice) dependency in women who's ages span from early 20's through to late 40's.

We have also supported an increased number of pregnant women, particularly those who are engaged in the Opioid Maintenance Program throughout their pregnancies.

Future direction

Throughout 2013, the Day program offered a vocational component facilitated by Canberra organisation Train4Life. As Train4Life can no longer deliver this training, we are researching alternative vocational components, which we hope will include partnerships with employment agencies and other organisations specialising in assisting with 'job readiness'.

We are also looking forward to further developing our Child and Family Case Coordinator position which will provide increased family centred support, focusing on parenting, and interventions that are inclusive of families and children.

Thanks

Firstly I would like to thank the women who use our service for their willingness and enthusiasm in participating in ongoing evaluations of our new service structure and programs. Their feedback has been invaluable to us!

Many thanks to our hardworking and dedicated AOD team for their ongoing commitment to the service and the women we support. Congratulations to Vivienne Pearce for her skilled coordination of our new Day Program, and to all of our staff who have supported and facilitated these groups. Thanks too, to Vanessa Dumbrell, who provided essential relief support to the team on many occasions throughout the year.

I would also like to thank our Executive Director Susan Clarke-Lindfield for her leadership and tireless support, our sister services TASS and Coming Home for their ongoing collaboration, and our wonderful Admin team for all the hard work they do. Also, much gratitude to our Board of Management, who devote many hours of their own time to the governance of our organisation.

Many thanks to our funding bodies for their support of Toora AOD Services. We look forward to continuing our work together in the future.

Roberta Elferkh
Manager





Coming Home Program

Funded under the National Partnership Agreement on Homelessness (NPAH), the Coming Home Program is overseen by an alliance between Toora Women Inc., Beryl Women Inc., and Canberra Rape Crisis Centre. With Toora acting as the lead agency, the three organisations share a common goal of empowerment for women to overcome difficult life challenges. This alliance allows women to access support from all three agencies whilst participating in the one program.

The program provides supported accommodation through a Housing First Initiative and Outreach support to women exiting the Corrections system that will reduce homelessness and recidivism. We have five properties and can accommodate up to seven women. We support a further 15 women on outreach in the community and in the Alexander Maconochie Centre (AMC).

Service Innovations

In addition to data collected to demonstrate funding outputs and outcomes through the Specialist Homelessness Information Platform (SHIP), the Coming Home Program has initiated the use of the Outcomes Star case management tool. This is an approach to measuring change when working with vulnerable people and captures progress made in ten outcome areas:

1.	Motivation and taking responsibility
2.	Self-care and living skills
3.	Managing money and personal administration
4.	Social networks and relationships
5.	Drug and alcohol misuse
6.	Physical health
7.	Emotional and mental health
8.	Meaningful use of time
9.	Managing tenancy and accommodation
10.	Offending

The Outcomes Star can provide outcomes data at two levels:

For individual clients: the Star gives a snapshot of where they were on each outcome area when they joined the program and at each review – the difference between starting point and review shows the progress made in that time.

For the Coming Home program as a whole: the average starting points on entry to the service and the amount of progress made in a specified time period or over their life-time in the program can be calculated – this gives a picture of the program outcomes.

Collaboration

The program has strong working relationships with government and community stake holders. We work closely with The Throughcare Unit in supporting mutual clients in outreach services and also closely with AMC case managers in supporting the through-care coordination plan of women exiting the gaol.

The Coming Home Program currently has links with:

- ACT Women in Prisons Group
- Drug and alcohol services such as DIRECTIONS, Althea Wellness Centre and ADFACT
- Care and Protection
- Housing ACT
- Corrections
- Mental Health
- Domestic Violence Crisis Service
- Family Counseling
- Centrelink
- Homelessness services
- Care and Protection Services
- Winnunga Nimmityjah Aboriginal Health Service
- Gugan Gulwan Aboriginal Youth Service

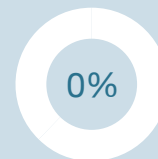
“
Of the 46 women supported, not one returned to prison.”

Notable trends

- The average recidivism rate for women in Australia is 63% for Aboriginal women and 38% for non-Aboriginal women.
- The cost to the tax-payer for a woman to return to prison is difficult to measure as it would need to include police and court costs. However we do know that once in prison in the ACT, the total cost per prisoner per day is \$595.20. This equals \$217,248 per year.
- The average length of time that a woman who has been convicted of a non-violent crime spends in prison is estimated at approximately two years.
- Canberra's jail held 12 female prisoners in June 2013 which has risen to 22 in April this year, according to corrections data held by the Australia Bureau of Statistics.

With this in mind, it is interesting to note that due to the Coming Home Program, of the 46 women supported from 2013 – 2014, not one returned to prison.

Recidivism in Coming Home Program last year



The average recidivism rate for women in Australia



Average prison time for a woman convicted of a non-violent crime

~ two years

Total costs	\$	\$
	Prisoner	CH Client
Per day	595.20	97.63
Per year	217,248.00	35,148.00

Key achievements

In 2014, the Women's Centre for Health Matters and the ACT Women and Prison Group undertook interviews with women in the Coming Home Program and staff members in the interests of capturing their views about the value and effectiveness of such a program in meeting their needs.

The staff and clients that WCHM spoke to all agreed that, from their personal observations or experience, the Coming Home Program was having a positive impact on clients' likelihood of re-offending. Three of the five clients surveyed believed themselves to be at risk of re-offending when they first exited prison, but attributed their non-offending to assistance from the Program.

All five women interviewed spoke very positively of their experience with the Program. When asked to rate their experience in terms of the service meeting their needs, three women rated it nine and two rated it ten.

In the words of the women...

From a woman with acquired brain injury and serious mental health issues who received assistance from the Coming Home to find accommodation: "Coming Home Program has helped so much...I don't know what would have happened (if I hadn't been able to access it)." This woman also reported that had she not been able to access the Coming Home Program, she and her son would have returned to live with her violent ex-partner.

Another woman who was released from a lengthy sentence reported that having support from the Coming Home Program was "the best thing that could have happened at the time." She is now in charge of the lease for her property and is securely set up in a network of formal and informal supports that have enabled her to begin to address her health and mental health issues.

Future Directions

On the 31st of March this year, the Coming Home program received good news that the Commonwealth have decided to roll over NPAH funding for another 12 months and the ACT Government have committed to match it. We are very happy and excited that we have another 12 months to continue to deliver such an innovative and exciting program.

Thanks

We would like to thank Women's Centre for Health Matters (WCHM), Marcia Williams and her team and the Women and Prisons (WAP) group Kathy McFie and Christina Moore for their tremendous effort in the client feedback survey they conducted for the Coming Home Program in March. The survey was very positive for the program and is real evidence for the work we do.

Thank you to Ben Naughton and his team at the Throughcare Unit and to Rachel Curtis and other case managers at AMC. In the past 12 months we have worked more closely with ACT Corrections and in a wider capacity in supporting through-care for women exiting gaol into our community. Ben and the Throughcare Unit have been very supportive, especially during the period leading up to the end of our last funding contract.

I am very great full to Laraine and Mirsada and their teams for their all their support during the short staffed period at Coming Home. Thank you Trish, Tess, Ella, Yasmin and Angie.

Finally, I want to thank the women who use our service. It is truly a privilege to be given the opportunity to participate in their lives.

Sheila Ligo
Team Leader

“
... had she not been able to access the
Coming Home Program, she and her son would
have returned to live with her violent ex-partner.”

Strategic Plan 2014–17

VISION: Toora is the leading agency for women

Strategic Goal 1

To provide gender responsive quality services that are holistic, evidence based and outcome focused.

Strategic Goal 2

To inform people of who we are, what we do and why we do it

Objectives

- 1.2 Expand the range of therapeutic services available
- 1.3 Improve our data collection and analysis to better inform organisational decision making
- 1.4 Contribute to body of research evidence relating to gender responsive service delivery
- 1.5 Breakdown the siloes within Toora

- 2.1 Rebrand Toora as a specialist gender-responsive organisation
- 2.2 Successfully communicate our expertise and advocate for the needs of women in wider forums
- 2.3 Market and connect the organisation using a multitude of communication platforms

Indicators of Progress

Evidence of:

- 1.1 Outreach programs have been expanded
- 1.2 Therapeutic services have been expanded
- 1.3 Decision making is informed by data analysis
- 1.4 Toora works to a clear evidence base
- 1.5 Teambuilding factored in to workforce development plan
- 1.6 Entry pathways improved

Evidence of:

- 2.1 Toora is known as a lead agency with expertise in gender responsive service
- 2.2 Body of evidence is used proactively
- 2.3 Increased visibility through social media and traditional methods

We offer gender responsive, innovative and evidence based services

Strategic Goal 3

To be a sustainable organisation with diverse funding streams

Strategic Goal 4

To ensure organisational ability to meet the needs of the expanding service.

Objectives

- 3.1 Provide services for women with disabilities through NDIS
- 3.2 Introduce fee for service branch for TWI
- 3.3 Develop strong collaborations and partnerships with other agencies to maximise efficiencies, funding opportunities and expertise
- 3.4 Maintain existing services
- 3.5 Respond pro-actively to opportunities for expansion of service provision

- 4.1 Maintain accreditation and prequalification
- 4.2 Have a structured proactive approach to the current and future information technology needs of the organisation
- 4.3 Build and support a qualified employee base to meet strategic and operational demands
- 4.4 Ensure governance and clinical structures are aligned with strategic direction
- 4.5 Ensure financial systems meet future needs

Indicators of Progress

Evidence of:

- 3.1 NDIS ready and providing services
- 3.2 Services are provided on fee paying basis
- 3.3 Partnerships in place with MOU's
- 3.4 Existing service delivery is maintained
- 3.5 Opportunities are explored proactively
- Within three years 30% of income will be derived from non-government sources

Evidence of:

- 4.1 Goals in quality plan are met
- 4.2 Information technology plan in place and implemented
- 4.3 Workforce development strategy in place and implemented
- 4.4 Review of governance, clinical structures and realignment as needed with TWI strategic directions
- 4.5 Finance subcommittee review financial systems and make recommendations

Financial statements for the Year ended 30 June 2014

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Balance Sheet as at 30 June 2014

17

	2014 \$	2013 \$
Equity		
Retained Profits	486,270	490,843
Total Equity	<u>486,270</u>	<u>490,843</u>
Represented by:		
Current Assets		
Petty Cash	2,300	2,300
Commonwealth Bank Cheque A/c	26,464	116,577
Cash Management A/c	950,598	852,044
Term Deposit	121,892	56,593
Term Deposit	7,029	12,562
Trade Debtors	-	12,935
Prepayments	5,095	4,707
Provision for GST	2,784	3,684
	<u>1,116,162</u>	<u>1,061,402</u>
Non-Current Assets		
Leasehold Improvements	59,768	63,363
Less Accumulated Amortisation & Impairment	<u>46,117</u>	<u>45,454</u>
	13,651	17,909
Motor Vehicles	276,838	342,115
Less Accumulated Depreciation & Impairment	<u>170,070</u>	<u>208,809</u>
	106,768	133,306
Office Furniture & Equipment	-	34,805
Less Accumulated Depreciation & Impairment	<u>-</u>	<u>29,175</u>
	-	5,630
	<u>120,419</u>	<u>156,845</u>
Total Assets	<u>1,236,581</u>	<u>1,218,247</u>
Current Liabilities		
Trade Creditors	83,199	173,073
Grants in Advance	17,532	35,000
Other Provisions	237,291	-
Provision for New Assets	62,231	41,000
Annual Leave	133,758	160,471
Provision for Sick Leave	20,000	20,000
Superannuation Contributions Surcharge	-	973
Current Tax Liability	336	-
Accrued Charges	40,917	37,546
Income in Advance	<u>-</u>	<u>75,713</u>
	595,264	543,776

The accompanying notes form part of these financial statements.

Balance Sheet as at 30 June 2014

	2014 \$	2013 \$
Non-Current Liabilities		
Provision for Long Service Leave	155,047	183,628
	<u>155,047</u>	<u>183,628</u>
Total Liabilities	<u>750,311</u>	<u>727,404</u>
Net Assets	<u>486,270</u>	<u>490,843</u>

The accompanying notes form part of these financial statements.

Income and Expenditure Statement as at 30 June 2014

19

	2014 \$	2013 \$
Income		
Donations - Non tax Deductible	1,400	1,500
Sale of Goods	-	315
Electricity Contributions	-	185
Service User Payments	880	458
Rent Contributions	159,819	83,457
Telephone Income	-	314
Day Refuge Income	-	138
Interest Received	19,869	24,725
Sundry Income	13,011	265
Training Funds	2,500	36,536
Diversion Funds	-	1,032
Government Grants	2,616,149	2,985,965
Other Revenue	572	3,147
Training Refunds	16,040	200
Foreign Currency Exchanges	43,268	36,733
	<u>2,873,508</u>	<u>3,174,970</u>
Expenditure		
Accountancy Fees	751	600
Advertising	80,082	3,232
Asset purchases < \$5000	22,576	21,599
Auditor's Remuneration	8,800	11,600
Bank Charges	790	1,028
Board & Governance Expenses	1,350	8,544
Carried Forward to Next Year	17,532	30,000
Cleaning	5,338	4,032
Business Planning Evening	-	208
Consultancy Fees	45,395	8,774
Computer Expenses	15,153	8,315
Service User Support Services	76,631	72,913
Depreciation - Property Improvements	4,258	3,633
Depreciation - Motor Vehicles	43,840	57,131
Depreciation - Office Furniture & Equipment	5,712	11,095
Employees' Support & Amenities	16,775	40,866
Fees & Permits	1,726	1,657
Fringe Benefits Tax	7,625	-
Hire of Plant & Equipment	8,486	7,412
Annual Leave - Provision	(26,713)	(14,558)
Insurance	40,755	42,324
Light & Power	35,836	49,484
Long Service Leave - Provision	(3,397)	58,513
Health & Safety	1,567	5,739
Motor Vehicle Expenses	51,525	54,878
Meetings	890	91
Postage	744	1,049
Printing & Stationery	10,107	11,860

*The accompanying notes form part of these financial statements.
These financial statements should be read in conjunction with the attached Compilation Report.*

Profit and Loss Statement for the Year ended 30 June 2014

	2014	2013
	\$	\$
Membership Fees	4,085	5,447
Rent	166,036	157,681
Repairs & Maintenance	37,511	33,837
Relocation & Restructure	-	20,000
Salaries & Wages	1,806,509	1,982,947
Security Costs	1,211	1,107
Superannuation Contributions	147,575	161,533
Telephone	47,836	48,954
Training & Development	19,032	55,916
Travel Transport Parking	11,734	10,739
Travel & Accommodation	-	663
Workers Compensation	75,262	114,945
Women Existing Corrections - BRC	82,556	83,783
	<u>2,873,481</u>	<u>3,179,571</u>
Surplus (deficit)	<u>27</u>	<u>(4,601)</u>

*The accompanying notes form part of these financial statements.
These financial statements should be read in conjunction with the attached Compilation Report.*

Statement of Appropriations for the Year ended 30 June 2014

21

	2014 \$	2013 \$
Retained Earnings - Beginning of Year	486,243	490,844
Surplus/(deficit)	27	(4,601)
Retained Earnings	<u>486,270</u>	<u>486,243</u>
Retained Earnings at 30 June 2014	<u>486,270</u>	<u>486,243</u>

*The accompanying notes form part of these financial statements.
These financial statements should be read in conjunction with the attached Compilation Report.*

Statement of Cash Flows for the Year ended 30 June 2014

	Note	2014 \$	2013 \$
Cash Flows from Operating Activities			
Receipts from Customers		2,853,639	3,150,245
Payments to Suppliers and Employees		(2,873,481)	(3,179,571)
Interest Received		19,869	24,725
Net Cash Inflow from Operating Activities		<u>27</u>	<u>(4,601)</u>
Cash Flows from Investing Activities			
Purchase of Property, Plant and Equipment		36,426	71,859
Net Cash Inflow from Investing Activities		<u>36,426</u>	<u>71,859</u>
Cash Flows from Financing Activities			
Proceeds from borrowings		31,754	155,858
Repayment of borrowings		-	(4,805)
Net Cash Outflow from Financing Activities		<u>31,754</u>	<u>151,053</u>
Net Increase in Cash Held		<u>68,207</u>	<u>218,311</u>
Cash and Cash Equivalents as at 1 July 2013		1,040,076	821,765
Cash and Cash Equivalents as at 30 June 2014		<u><u>1,108,283</u></u>	<u><u>1,040,076</u></u>

*The accompanying notes form part of these financial statements.
These financial statements should be read in conjunction with the attached Compilation Report.*

1. Summary of Significant Accounting Policies

(a) Basis of Preparation

The financial statements are general purpose financial statements prepared in order to satisfy the financial reporting requirements of the Associations Incorporation Act (ACT). The committee has determined that the association is a reporting entity.

The financial statements have been prepared on an accruals basis and are based on historic costs and do not take into account changing money values or, except where specifically stated, current valuations of non-current assets.

(b) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short term highly liquid investments with original maturities of three months or less.

(c) Provisions

Provisions are recognised when the association has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

(d) Employee Benefits

Provision is made for the association's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be settled within one year have been measured at the amounts expected to be paid when the liability is settled.

Employee benefits expected to be settled more than twelve months after the end of the reporting period have been measured at the present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to employee wage increases and the probability that the employee may satisfy vesting requirements. Cash flows are discounted using market yields on national government bonds with terms to maturity that match the expected timing of cash flows. Changes in the measurement of the liability are recognised in profit or loss.

Employee benefits are presented as current liabilities in the asset and liabilities statement if the association does not have an unconditional right to defer settlement of the liability for at least 12 months after the reporting date regardless of the classification of the liability for measurement purposes under AASB 119.

(e) Property, Plant and Equipment

Property, plant and equipment are carried at cost, independent or committees' valuation. All assets excluding freehold land, are depreciated over their useful lives to the association.

Leasehold improvements and office equipment are carried at cost less, where applicable, any accumulated depreciation.

*The accompanying notes form part of these financial statements.
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(f) Revenue and Other Income

Revenue is recognised when the amount of the revenue can be measured reliably, it is probable that economic benefits associated with the transaction will flow to the entity and specific criteria relating to the type of revenue as noted below, has been satisfied. Revenue is measured at the fair value of the consideration received or receivable and is presented net of returns, discounts and rebates.

All revenue is stated net of the amount of goods and services tax (GST).

Sale of Goods

Revenue is recognised on transfer of goods to the customer as this is deemed to be the point in time when risks and rewards are transferred and there is no longer any ownership or effective control over the goods.

Interest Revenue

Interest is recognised using the effective interest method.

Rendering of Services

Revenue in relation to rendering of services is recognised depends on whether the outcome of the services can be measured reliably. If this is the case then the stage of completion of the services is used to determine the appropriate level of revenue to be recognised in the period.

If the outcome cannot be reliably measured then revenue is recognised to the extent of expenses recognised that are recoverable.

Subscriptions

Revenue from the provision of membership subscriptions is recognised on a straight line basis over the financial year.

Other Revenue

Other revenue is recognised when the association is entitled to the funds.

(g) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the statement of financial position.

*The accompanying notes form part of these financial statements.
These financial statements should be read in conjunction with the attached Compilation Report.*

	2014 \$	2013 \$
2. Profit		
Expenses		
Employee Benefits Expense	2,029,346	2,259,425
Depreciation and Amortisation Expenses	53,810	71,859
Advertising	80,082	3,232
Bank Charges	790	1,028
Insurance	40,755	42,324
Light & Power	35,836	49,484
Postage	744	1,049
Printing & Stationery	10,107	11,860
Rent	166,036	157,681
Motor Vehicle Expenses	51,525	54,878
Repairs & Maintenance	37,511	33,837
Telephone	47,836	48,954
Other Expenses	317,753	435,416
	<u>2,872,131</u>	<u>3,171,027</u>

3. Profit for the Year

Profit before income tax expense from continuing operations includes the following specific expenses:

Charging as Expense

Cost of Goods Sold	1,350	8,544
Finance Costs	1,350	8,544

Movements in Provisions

Depreciation		
- Rental Property	1,350	8,544
- Property Improvement	4,258	3,633
- Motor Vehicles	43,840	57,131
- Office Furniture and Equipment	5,712	11,095
	<u>55,160</u>	<u>80,403</u>

Other Provisions:-

- Employee Benefits	(30,110)	43,955
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Net Expenses Resulting from Movement in Provisions

	<u>25,050</u>	<u>124,358</u>
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Remuneration of the Auditor:-

- Audit & review of financial statements	8,800	11,600
	<u>8,800</u>	<u>11,600</u>

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These financial statements should be read in conjunction with the attached Compilation Report.*

	2014 \$	2013 \$
4. Cash and Cash Equivalents		
Petty Cash	2,300	2,300
Commonwealth Bank Cheque A/c	26,464	116,577
Cash Management A/c	950,598	852,044
Term Deposit	121,892	56,593
Term Deposit	7,029	12,562
	<u>1,108,283</u>	<u>1,040,076</u>
Reconciliation of Cash		
Cash and Cash Equivalents	<u>1,108,283</u>	<u>1,040,076</u>
	<u>1,108,283</u>	<u>1,040,076</u>
5. Trade and Other Receivables		
Current		
Trade Debtors	-	12,935
Provision for GST	2,784	3,684
	<u>2,784</u>	<u>16,619</u>
Total Trade and Other Receivables	<u>2,784</u>	<u>16,619</u>
6. Tax		
Current		
Liabilities		
Current Tax Liability	336	-
	<u>336</u>	<u>-</u>
Net Tax Liabilities	<u>336</u>	<u>-</u>
7. Property, Plant and Equipment		
Land and Buildings		
Leasehold Improvements		
Leasehold Improvements	59,768	63,363
Less Accumulated Amortisation & Impairment	46,117	45,454
	<u>13,651</u>	<u>17,909</u>
Total Land and Buildings	<u>13,651</u>	<u>17,909</u>

*The accompanying notes form part of these financial statements.
These financial statements should be read in conjunction with the attached Compilation Report.*

	2014 \$	2013 \$
Plant and Equipment		
Motor Vehicles	276,838	342,115
Less Accumulated Depreciation & Impairment	<u>170,070</u>	<u>208,809</u>
	106,768	133,306
Office Furniture & Equipment	-	34,805
Less Accumulated Depreciation & Impairment	<u>-</u>	<u>29,175</u>
	-	5,630
Total Plant and Equipment	<u>106,768</u>	<u>138,936</u>
Total Property, Plant and Equipment	<u>120,419</u>	<u>156,845</u>
8. Trade and Other Payables		
Current		
Trade Creditors	83,199	173,073
Grants in Advance	17,532	35,000
Total Trade and Other Payables	<u>100,731</u>	<u>208,073</u>
9. Provisions		
Current		
Other Provisions	237,291	-
Provision for New Assets	62,231	41,000
Annual Leave	133,758	160,471
Provision for Sick Leave	20,000	20,000
Superannuation Contributions Surcharge	-	973
	<u>453,280</u>	<u>222,444</u>
Non-Current		
Provision for Long Service Leave	155,047	183,628
	<u>155,047</u>	<u>183,628</u>

*The accompanying notes form part of these financial statements.
These financial statements should be read in conjunction with the attached Compilation Report.*

Committee's Report

The committee members present their report on the association for the financial year ended 30 June 2014.

Committee Members

The names of each person who has been a committee member during the year and to the date of this report are:

Kim Bolas Appointed 26/11/13
Susan Clarke - Lindfield Appointed 22/11/11
Gail Freeman Appointed 22/11/11
Bogumila Kocik Appointed 26/09/13
Carmel McBride Appointed 22/11/11
Indijana Kegan Appointed 28/11/13
Flor Sermeno Appointed 25/7/13
Vivienne Pearce Resigned 26/10/13

Principal Activities

The principal activities of the association during the financial year were:
the provision of crisis accommodation and related support services
for women and women accompanied by children

Significant Changes

No significant changes in the nature of the association's activity occurred during the financial year.

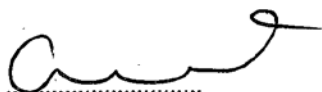
Operating Result

The profit of the association after providing for income tax amounted to \$27.

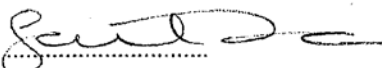
Auditor's Independence Declaration

The lead auditor's independence declaration in accordance with section 307C of the Corporations Act 2001, for the year ended 30 June 2014 has been received and is included with the financial statements.

Signed in accordance with a resolution of the Members of the Committee.



Carmel McBride



Gail Freeman

Dated

5/11/14

Certificate by Members of the Committee

29

I, Carmel McBride , and I, Gail Freeman , certify that;

- a) We attended the annual general meeting of the association held on 13 November 2014.
- b) The annual financial statements for the year ended 30 June 2014 were submitted to the members of the association at the annual general meeting.

.....
Carmel McBride
(Committee Member)

.....
Gail Freeman
(Committee Member)

Statement by members of the Committee

The committee has determined that the association is not a reporting entity and that this general purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

In the opinion of the committee the financial statements:

1. Presents fairly the financial position of
TOORA WOMEN INC
as at 30 June 2014 and its performance for the year ended on that date.
2. At the date of this statement, there are reasonable grounds to believe that
TOORA WOMEN INC
will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the committee and is signed for and on behalf of the committee by:

President:

Carmel McBride

chair

Treasurer:

Gail Freeman

Dated

5/11/14

Report on the Financial Report

We have audited the accompanying financial report of TOORA WOMEN INC (the association), which comprises the statement of financial position as at 30 June 2014, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended, notes comprising a summary of significant accounting policies and other explanatory information, and the statement by members of the committee.

Committee's Responsibility for the Financial Report

The committee of the association is responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the Associations Incorporation Act (ACT) and for such internal control as the committee determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In Note 1, the committee also state, in accordance with Accounting Standard AASB 101 Presentation of Financial Statements, that the financial statements comply with International Financial Reporting Standards.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the association's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the association's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the committee, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

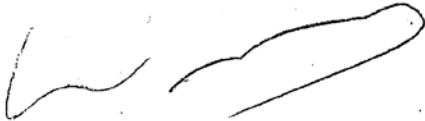
Independence

In conducting our audit, we have complied with the independence requirements of Australian professional ethical pronouncements.

Opinion

In our opinion:

- a. the financial report of TOORA WOMEN INC
is in accordance with the Associations Incorporation Act (ACT), including:
 - i. giving a true and fair view of the Association's financial position
as at 30 June 2014 and of its performance for the year ended on that date;
and
 - ii. complying with Australian Accounting Standards and
the Associations Incorporation Act (ACT)
- b. the financial report also complies with International Financial Reporting Standards as
disclosed in Note 1.

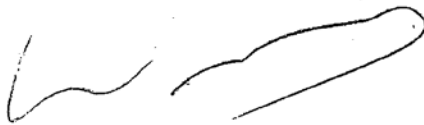


Stephen Bray
Stephen Bray & Co
MAWSON ACT
Dated this..31st...day of..October...2014

To Members of TOORA WOMEN INC

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2014, there have been:

- a) no contraventions of the auditor independence requirements in relation to the audit;
and
- b) no contraventions of any applicable code of professional conduct in relation to the audit.



Stephen Bray
Stephen Bray & Co
MAWSON ACT
Dated this 31 day of October 2014

Contact us

Toora Administration Office

P 6122 7000
F 6122 7099
E TooraAdmin@toora.org.au

Toora Accommodation and Support Service

P 6247 2399
F 6249 8523
E TooraHouse@toora.org.au

Toora Alcohol and Other Drug Service

LESLEY'S PLACE

P 6241 7233
F 6241 8299
E tooraAODservice@toora.org.au

WIRED

P 6248 8600
F 6257 5257
E WIRED@toora.org.au

Coming Home

P 6288 6904
F 6122 7099
E cominghome@toora.org.au

www.toora.org.au



Toora Women Inc.
ANNUAL REPORT 2013-14

