



Women Inc. Annual Report 2021-2022

ACKNOWLEDGEMENT

Toora Women Inc. acknowledges the Ngunnawal people as the traditional custodians of the Country on which we live and work. We recognise this land was never ceded and the experience of colonisation and loss continues to affect the lives of Aboriginal and Torres Strait Islander women and communities today. Despite this, Aboriginal and Torres Strait Islander people's connection to land, sea and community is strong and continuing. We pay our respects to elders past and present, and to Aboriginal and Torres Strait Islander children and future leaders, for they hold the memories, the traditions, the culture and the hopes of First Nations people. We express our gratitude for the privilege of being able to live and work on their land.

TOORA WOMEN IS FUNDED BY:

ACT Health Directorate

ACT Community Services Directorate

Capital Health Network

Australian Government, Department of Social Services

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Board Chair Report



2021-2022 was a year of significant milestones and renewal for Toora.

Toora celebrated its 40th year of operations in the Canberra community. I want to pay homage to the women who, as part of the women's movement of the 1980s, established Toora to support the most vulnerable homeless women in our community. It is a testament to the ongoing service, professional excellence and commitment to the value of gender-specialised services delivered by Toora staff, that Toora has expanded its service offer over 40 years and continues to support so many women and children.

The Board appointed a new Chief Executive Officer, Kellie Friend, in February 2022. Kellie has worked in community support services for over 20 years, starting off her career managing AOD residential programs, before moving into government and then the private sector. She brings to Toora vital strategic skills in finance, advocacy, fundraising and strategy which the Board believes will position Toora to build on our existing strengths and further improve and expand our services. The appointment of a new Chief Executive Officer has rightly brought forward change to Toora's operating model and strategic operations. I commend the Toora staff for supporting this transition and seizing the opportunity and benefits of this change.

I also wish to acknowledge the tremendous support Toora has received from the community this year. Toora has received a significant increase in donations from organisations and individuals in 2021-22. This is in large part due to lifting Toora's profile in the community and proactive fundraising activity driven by our CEO, but also reflects the generosity and commitment of Canberrans to supporting women in our community.

Renewal is also occurring at the Board level. I stepped down from the Chair and Board in September 2022 due to work commitments. I wish to thank Naomi Cole, who acted as Chair until a new Board member and Chair are appointed. I also want to extend my thanks to all my fellow Board members – I have valued your excellent guidance and support during my time on the Board. It has been my honour and privilege to be part of Toora, and I look forward to seeing what is achieved in the next 40 years!

Suzanne Muir

Toora Board Chair

Chief Executive Officer Report

As is often the case with new leadership, this year has been a year of change and reflection. A time to acknowledge and draw strength and learnings on the successes of the past to inform the exciting opportunity that is Toora's future.

In August, Toora marked 40 years of providing vital services for over 20,000 of Canberra's most vulnerable women and over 700 of Canberra's most vulnerable children. Current staff and those before us, should be immensely proud of this achievement.

As a custodian of Toora's purpose and potential, this year has seen Toora focus on:

- our sustainable and diverse funding streams in order to grow and meet the increasing demands of the ACT community
- a client centered and responsive service delivery model that optimises clients' access to alcohol and drug treatment, housing, counseling, family and children support and tailored case interventions. "One Organisation, One Approach, One Door".
- the expansion of community housing service capacity through investment planning and purchase of property
- evaluation and improvement in quality service and program delivery
- enhancing our continuous improvement and compliance environment
- investing in IT infrastructure and a 5-year road map to enable sustained efficient and contemporary practice
- embedding our cultural insights and competence into strategy, philosophy and practice; and
- strengthening sector partnerships.



Notably, Toora's client numbers have reduced this year, proudly due in part to longer engagement with the service and increased outcomes, but concerningly and in the main, due to the key challenge of limited housing exit options. A key achievement for Toora this year is the commencement of the rental subsidy scheme pilot; a pilot where Toora subsidises women and their families to access independent and sustained tenancy and where financially capable, the facilitation of women directly from intake to independent private rental, both of which are complimented by ongoing wrap around support.

I would like to echo our Chair, Suzanne's gratitude to our funders, sponsors, donors and supporters. As an extension to the Toora team, you play a vital role in our ability to serve our clients and support them with their goals.

Lastly, I would like to acknowledge the Toora Women that I get the privilege to work alongside. Toora means "women who keep the fire alight" and you won't find a better example of this in action than the women who work for Toora. It will come as no surprise that women who perform this work and give themselves tirelessly are a special type of person and I want to thank Toora staff for what they give every day to advocate and serve the needs of those not able to do so for themselves.

Kellie Friend

Chief Executive Officer

Finance Report

We are pleased to report Toora Women Inc. ended the year in a sound financial position. This allowed us to build equity and reserves to pay for our newly built units. This strong financial position also assists us to build on our purpose and client focus in the coming year.

During this financial year we acquitted the last of our Covid-19 subsidies, grants and support, which assisted us in maintaining stable financial outcomes through a challenging period in the sector.

We restructured our corporate office to improve efficiency and ensure our rent management team can focus on operational and client outcomes which brings more financial maturity to the organisation.

We also automated manual transactions and utilised our accounting and other software more fully. We made some system enhancements and streamlined the payroll system during the latter half of the year and will continue to introduce more contemporary practices in the near future.

We are working towards and have achieved significant maturation of financial management with strong reserves. Working capital remains healthy with a ratio of around 1.8, slightly improving on the previous year to ensure sustainability and security for the long term. We ended the year with a healthy balance sheet and sufficient cashflow to confidently enter the new financial year with rigour.

There is a focus on financial diversification to ensure we continue to strengthen our financial position to meet community need and serve our clients in an optimal way.

We want to thank Gail Freeman, our treasurer, who is stepping down after many years, for her significant contribution to Toora, our finance team and women in general. We recognise her dedication, passion and care for this organisation and wish her all the best with her future endeavours.



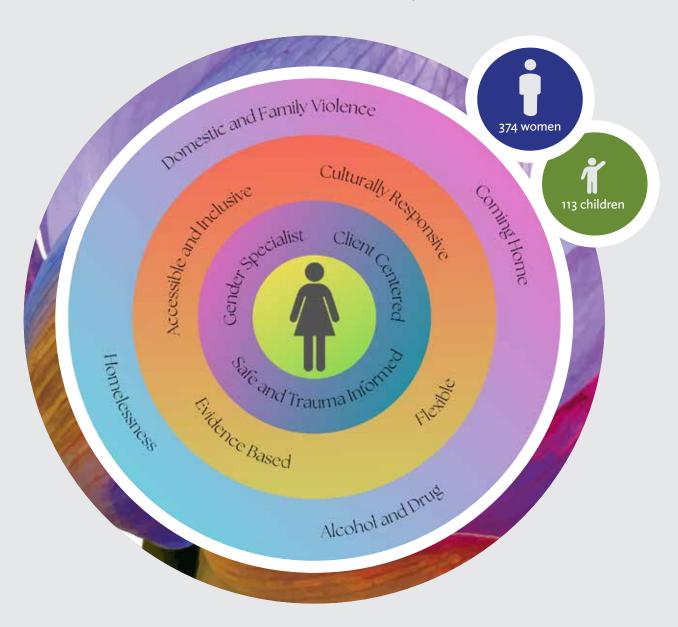
The Year in Review

Toora Women's mission of Safety, Respect and Choice for women in the ACT guides our programs. We are a community leader providing safe, respectful support for all women who are impacted by domestic and family violence, homelessness, the criminal justice system and/or alcohol and drug dependency. We also work to educate our wider community about the prevalence of these issues to reduce and eliminate the factors impacting on our clients.

This year has been a time of change at Toora Women with a new CEO and new management structures. But one thing remains at our heart: our clients.

Toora Women supported 374 women and 113 children in the past year.

These women and children, whether they are experiencing or escaping domestic and family violence, homelessness, alcohol or other drug addiction or transitioning from the Justice and Corrections system, are the reason we do what we do. And they are at the heart of all that we do.



Tara*, aged 47 years, was referred in December 2020 to Toora Domestic Name of the control of the

for outreach support as part of the Christmas Housing Program. This program is run in partnership with Domestic Violence Crisis Service (DVCS), OneLink, Housing ACT and **Specialist ACT Homelessness Services for** individuals and families escaping domestic and family violence during the holiday period. Tara told Toora staff that she could no longer live under the same roof with her husband after recent incidences of escalating violence—she had

Tara was not able to access properties with more than two or three steps and required safety rails to assist her movement. identified a suitable property within shared accommodation

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Housing ACT property and was able to gain exemption from work requirements with Centrelink.

Tara was linked with a new GP to address her physical health concerns and with Toora's in-house Counselling Service which provides short- medium- and long-term counselling to women who have been impacted by abuse and/or neglect in childhood and/or adulthood. This may include domestic and family violence (verbal, emotional, physical, sexual, financial and or sexual assault). Tara engaged with a counsellor at Toora House and attended counselling regularly. Through the therapeutic process she started developing strategies to identify and manage the psychological impacts resulting from her experiences of abuse. Tara also attended the in-house Nurse Practitioner clinics run in partnership with Womens' Health Service, who were able to provide her with additional referrals and care to address her physical health concerns.

Tara continues to reside in Toora accommodation and engage with case management and her health care services while she waits for Housing ACT allocation. Tara's wellbeing and overall health has improved throughout her time with the service. In regular client feedback surveys Tara has provided consistent feedback that she is happy with the accommodation and support received.

* Name has been changed to protect our client.

TOORA'S SERVICE MODEL

Every client that comes to Toora has their own story and their own needs. Many of our clients come to Toora for a primary reason, but often need support from more than one area of the organisation. Our team places the client in the centre and develops plans for each individual based on their own needs. As evidenced in Tara's story and Chloe's story (on page 11), we also work closely with other agencies and organisations to deliver the best possible outcome for our clients.

Internally at Toora, we have refined our integrated service model over the past year to create a stronger partnership between the staff of Toora's Alcohol and Other Drug (AOD) programs and Toora's Domestic Violence and Homelessness Service (TDVHS). Sta... specials... homelessne... to ensure a seas... offer. There are non. with specialist expertise. family supports, an Aborigis... and a Data and Development C... members work across all Toora loca. with clients and staff to build knowledge. these areas.

"Six months sober! 182.5 days. 26 weeks.

I could not do this without you. I would not be here without you. I would not be standing tall without your belief in me. I look in the mirror today loving the strong woman staring back at me. You believed in me when light. I share this auspicious moment with you. My asaw something in me that I didn't see. Thank sot enough but I will say it anyway.

aging me & steering me when I light me when I didn't feel like and I honour you. Staff from both services identify clients that need specialist AOD, Domestic and Family Violence or

Our Aboriginal Liaison Officer provided cultural engagement, case management advice and oneto-one client support to 59 cases. 40 of these were through the Coming Home program, 3 through Women's & Children's, 6 through Aleta Outreach, 2 through the Family program, 7 through Toora Accommodation and Support Services, and one each for Head Tenant and AOD programs.

Toora's Child & Family Specialist provided information, advice, referrals, conducted children's needs assessments and delivered one to one parenting skills development and psychoeducational support to 35 parents and their children across Toora. The principal areas of support delivered were:

- Circle of Security parenting program -(delivered in group and one-to-one) with the aim to repair and build secure attachments between parent/carer and child that have been disrupted by trauma. 10 clients completed this

- Mothers group parenting topic talks (online)
- Children experiencing challenging behaviours
- Engagement with Child and Youth Protection

to demonstrate its commitment to meeting

The service has also continued to prioritise the safety needs of women and children as a core member of the Family Violence Safety Action Pilot (FVSAP) and through collaboration with agencies such as DVCS, Victims Support ACT, CYPS, YWCA, ACT Mental Health, Legal Aid, Women's Legal Centre, Child and Family Centres, Housing ACT, educational institutions and the Multicultural Hub Canberra, providing holistic case management and high-level safety planning.

In January 2022, the service released findings from the review of the Coming Home program for women exiting prison undertaken by Dr. Judy Putt of the Australian National University. Dr Putt noted that the program constitutes an essential element of the correctional services landscape, and more broadly of services for vulnerable, disadvantaged women with program logic and case management practices aligned with key facets of effective post-release support for women, and with the ACT gender responsive correctional services framework. The review found that while more than half of clients were assisted to find stable housing by the end of their support period, there is a need for increased availability of short-term emergency accommodation to women immediately upon release from incarceration.

Through Toora's partnerships with Street Law and the Women's Health Service, clients have continued to access regular in-house legal advice and Nurse Practitioner health clinics. Other specialist in-house supports provided to clients this year include cultural connection through the Toora Aboriginal Liaison Officer, co-case management and wrap around relapse prevention support with Toora Alcohol and Drug service and weekly in-house trauma counselling delivered across two locations, face to face and via telephone.

To further enhance clients' journeys of healing, the service engaged the services of community artists to run yoga classes and creative art workshops focusing on themes such as diversity, strength, recovery and fun through expression of poetry, painting, craft and sewing.

Toora AOD services continued to offer genderspecialist supports to clients through a wide variety of treatment options. Most clients attended more than one program during their treatment journey, depending on their individual needs. Toora AOD's programs include Lesley's

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are on their recovery path.

Our residential services have been reorganized with Lesley's Place now having capacity for six women and up to 3 children. Marzenna House now has capacity for up to 5 women and up to two children.

Toora AOD provided strong advocacy in support of the recently enacted Drugs of Dependence Bill, which decriminalised small amounts of drug possession in the ACT. Toora's submission to the Legislative Assembly inquiry contributed to the positive outcome of gaining recognition that substance misuse is a health issue. Toora argued successfully that a criminal justice approach has been proved worldwide to have limited benefit. Illicit substances remain illegal but generally possession (within set amounts) attracts an infringement rather than a criminal penalty.

Toora lobbied for the decriminalisation of drug possession in small amounts as it is extremely

This past year, the AOD team developed a 'Phased Treatment' model to allow both Lesley's Place and Marzenna House to admit clients at any stage of their treatment journey. Clients then move through up to four stages of treatment, with varying supports and responsibilities at each stage. The new model has proven beneficial to expedite the intake of vulnerable women needing residential treatment and it has been well-received by clients. More clients than ever before are requesting to stay beyond Phase 2, which is resulting in positive outcomes for clients and

"Before I came into Lesley's Place, I was a mum
who lost custody of my children, due to drug use,
renental health and severe domestic violence.
mum of five beautiful children ages 10 – 1 years
sed with PTSD due to the severe traumatic
losing courage and hope, while trying to
time, I was very lonely, depressed and
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ald be dead.

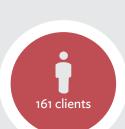
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Toora staff continue to collaboratively support women detained in the Alexander Maconochie Centre, with Pathways from Prison running fortnightly and a joint TDVHS/ AOD visit occurring on the alternate week.

> This has been well received by the women and assists in providing wraparound supports that keep the client at the heart of the work we do.





20 currently incarcerated

Future Directions

Toora is entering the last year of our current strategic plan and we have identified the following priorities for the 2022-23 financial year. Much of our focus will be on creating new, robust corporate structures that can support Toora's core business for future years, while continuing to build on delivering services tailored to our clientele's needs.

Provide gender specialist, quality services that are holistic, evidencebased and outcome focused

- Conduct review of service delivery framework
- Strengthen and expand support for areas of need
- Conduct and implement program evaluations
- Expand the range of therapeutic counselling services
- Improve collection of data and measurement of client outcomes and impact
- Work collaboratively with other service providers to maximise client outcomes

Inform people of who we are, what we do and why we do it

- Strengthen our brand
- Communicate the impact outcomes and 'value adds' of our service
- Advocate for the needs of women and children in wider forums

Be a sustainable organisation with diverse income streams

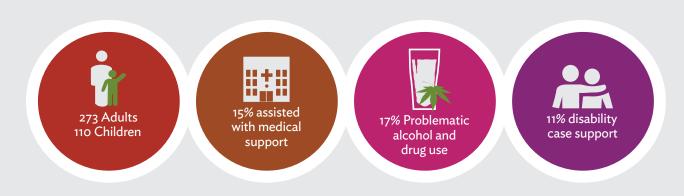
- Improve the strategic focus of financial management systems
- Create a financial strategy and risk managment framework
- Build equity
- Expand our housing stock
- Be tender ready and seek alternative sources of funding

Ensure
organisational
capacity to meet the
needs of existing and
future clients

- Create a new 5 year strategic plan
- Conduct a business practice review
- Develop detailed Regulatory Compliance Requirements Framework
- Build and support a qualified employee base
- Attract and build the capacity of the diversity of staff
- Review the Constitution and Board composition

Toora Domestic Violence and Homelessness Service (TDVHS)

A snapshot of the year



TDVHS

- TDVHS assisted a total of 273 adults and 110 children through its DV, homelessness and women exiting prison, residential and outreach programs
- 55% of these clients identify as culturally diverse - 19% identified as Aboriginal and /or Torres Strait Islander and 36% were of culturally and linguistically diverse (CALD) backgrounds

Our clients presented with the following needs:

- Domestic and Family Violence 89%
- Mental health issues 31%
- Problematic alcohol and drug use 17%
- Formally recognised disability 10%

In addition, clients were supported with their individual needs in the following ways:

- 15% of clients were assisted to link in with medical supports for physical health problems
- 11% of clients living with a formally diagnosed disability were provided with a range of case management and support options tailored to meet their individual personal and accommodation needs including application to NDIS
- 14% of CALD clients were supported through the use of translating and interpreter services
- 10 families involved with Child and Youth Protection Services received advocacy and psycho-educational parenting skills development from the Toora Child and Family Specialist
- 6 clients and their children were assisted to address immigration issues and the implications of residing under uncertain visa status

Alcohol and Other Drug Service (AOD)

A snapshot of the year



AOD

- Toora AOD services supported 162 clients, 158 of them were supported for their own AOD use and four were supported due to the AOD use of a family member
- Most clients attended more than one program during their treatment journey, depending on their individual needs
- 26 clients completed residential treatment
- 51 attended the Day Program, with 97 being supported in outreach either pre- or post-treatment
- 20 women were supported in the Pathways from Prison program
- 58 clients were supported by the Counselling team

In many cases, our staff work with clients on a range of supports and they may access more than one program.

Other programs offered included:

- Healing through Movement yoga group commenced February 2022 delivered over 8 weeks. It was unable to run during July to Dec 2021 due to COVID-19
- O Craft group monthly
- Community Art Project New Initiative- 2 x onsite workshopsfacilitated by community artists Lea Collins and Mary Hutchinson
- Children's art and craft workshops April & June school holidays held onsite at Dulili, DV & Homelessness Service
- Art Therapy New Initiative launched 4 November 2021 groups run fortnightly – also offered as one to one
- DBT (Dialectical Behaviour Therapy) group New initiative launched 18th February 2022 – delivered 5x
- 'Healing from Trauma' (HTG) 6-week group delivered 3 x times during 21-22 FY (normally runs 4 x per year reduced delivery this period due to covid lockdown) also offered as one to one
- Smart Recovery group weekly
- 'Pathways from Prison' a women's only AOD group treatment program delivered inside AMC fortnightly
- In-house trauma counselling appointments offered two days per week across two sites (Toora House & Dulili) of the DV & Homelessness service
- In-house legal advice clinics with Street Law delivered onsite DV & homelessness- fortnightly
- Nurse Practitioner clinics –onsite DV & homelessness fortnightly Women's Health Service
- Onsite Covid vaccination clinics x 2 ACT Health
- Weekly outreach sessions for women in AMC (run by ALO & Case Coordinators) cultural connection, information and referrals, brief intervention and support, advocacy, intake and assessment

while the Child and Family Specialist looked after the younger children and engaged them in activities. In addition, Chloe was supported for basic needs like food and clothing and attendance at court hearings.

The service collaborated with DVCS, Child and Youth Protection Services (CYPS), PCYC and Housing ACT to support Chloe to be placed on the priority list for a transfer. Though Chloe was placed on the priority list, due to low housing stock, it was clear that the chances of securing a four-bedroom house quickly

Chloe*, aged 40, and her four children were referred to Toora Domestic Violence and Homelessness Service for outreach support by the *mestic Violence Crisis Service (DVCS) Covidronse Accommodation Program.

"15 first met with Chloe, she disclosed a "treme domestic violence perpetrated five children *holding her baby in her "toring of Chloe's "the children's pets.

"4 family "ately "lest"

"15 first met with Chloe, she disclosed a "treme domestic violence perpetrated five children's pets.

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"16 first move helped provide some stability for This move helped provide some stability for eseablish routines and go back to school.

TDVHS supported Chloe as an advocate, "specting her decisions and trusting that "new best how to maintain her and the "safety. The service also supported havingsade between the support seg like CYPS, PCYC, DVCS, "Housing ACT, Schools, "Lion Pilot and others." ("oe highlighted "ed by cross "s, Chloe, ", was "IV.")

Chloe continues to wait for an offer for long term housing from Housing ACT but is happy to do so knowing that she and the children are safe and supported by Toora. Chloe shared with her case coordinator at a visit before Christmas, "We are all good. This might be the quietest and happiest Christmas we have ever had."

*Name has been changed to protect our client

Our Supporters

Toora's work would not be possible without the support of those listed below and others who wish to remain anonymous. We thank everyone who assists us to support our clients.

- Alannah & Madeline Foundation
- Big W
- Bond Hair Religion Salon
- Bunnings
- Canberra Ionian Club
- Canberra Labor Club
- Canberra Raiders
- Canberra Reptile Zoo
- Canberra Walk-in Aviary
- Clayton Utz
- Commonwealth Bank
- Dendy Cinemas
- Functional Fitness
- Gallagher
- GIVIT
- Griffin Legal
- Indigenous Literacy Foundation
- KingPin
- Lush
- McInnes Wilson Lawyers
- Officeworks
- Organic Energy
- OzHarvest
- Pandora op-shop St Philip's Anglican Church
- Queanbeyan Blues
- Roundabout
- Share the Dignity
- SI Canberra
- St Johns Care
- The Lounge Hair Boutique
- The Snow Foundation
- Woden Seniors Book Fair
- Ya Married by Toby
- Zephyr Education
- Zonta Club of Canberra Breakfast Inc.



