



TULLY SUPPORT CENTRE^{INC.}

**ANNUAL
STRATEGIC &
OPERATIONAL
PLAN**

2019 - 2020



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1. Introduction

The Tully Support Centre Strategic Annual Plan documents the vision, aspirations, key issues, objectives and actions for the 2018-2019 financial years. This document is designed to be a flexible, organic, working document that is reviewed and evolves throughout the year to meet the changing needs of the community.

This document is utilised by TSC staff and Management Committee throughout the year to ensure the continuity of the vision and as a road map for the year ahead. It will in turn be the measure by which we evaluate our performance during the year.

2. Mission Statement

To provide a quality support service for individuals and families in Tully and the surrounding community focusing on advocacy, support, education, and referral.

3. Organisational Overview

The Tully Support Centre Inc. (TSC) became an Incorporated Association in 1991 under the name of Cardwell Shire Community Support Centre Inc. The centre changed its name in April 2008. The TSC currently delivers support services under the following funded programs:

1. Early Intervention Family Support
2. Neighbourhood Centre Community Support
3. Emergency Relief
4. Tully Youth Centre
5. Centrelink Agency
6. Cassowary Coast Domestic and Family Violence Service

The TSC employs 11 permanent part-time staff. The TSC has a strong volunteer program and is supported and overseen by a voluntary Management Committee elected from the community.

To ensure high quality service provision and a high degree of financial transparency, the TSC Management Committee acts in accordance with its obligations under the organisation's constitution and specified roles as defined within the organisations policies and procedures manual.

4. Partnerships and Networks

The Tully Support Centre Inc. recognises the financial support of the following government jurisdictions and departments:

➤ **Queensland Government**

- Department of Communities, Disability Services and Seniors:
 - ◆ Neighbourhood Centre Community Support
- Department of Child Safety, Youth and Women:
 - ◆ Early Intervention Family Support
 - ◆ Cassowary Coast Domestic and Family Violence Service

➤ **Cassowary Coast Regional Council**

- Tully Youth Centre

➤ **Australian Government**

- Department of Human Services:
 - ◆ Centrelink Agent

The Tully Support Centre Inc. would also like to acknowledge the following service delivery partners:

Queensland Health, Community Mental Health, Our Place Wellness Centre, Mamu Health Service, Community Support Centre Innisfail, Centacare Cairns; Alcohol Tobacco and Other Drugs - Innisfail, Lives Lived Well, VPG – Every Family Program, Department of Corrections, Girringun Aboriginal Corporation, Legal Aid Queensland, Queensland Indigenous Family Violence Legal Service, Cairns Regional Domestic Violence Service, MEGT, APM, Relationships Australia, NEATO and Australian Hearing.

The Tully Support Centre Inc. is a recognised member of the following networks;

- Tully Support Services Network
- Innisfail Support Services Network
- Cassowary Coast Co-ordinated Community Care Cluster (C6)
- Queensland Families and Communities Association
- Regional Child and Family Services Committee
- Panama Social Response Group
- Panama TR4 Response and Resilience Taskforce
- 4854: looking forward advocacy group

5. Key Achievements for 2018 -2019

5.1 Panama Support Service

5.1.1 Service agreement overview

The Tully Support Centre (TSC) Panama Support Service (PSS) was funded by the Queensland Government through the Department of Communities, Disability Services and Seniors to provide Counselling, Capacity Building and Community Connect services to community members experiencing personal, family, relationship and/or financial issues.

The goal of the program was to support those community members affected by the impacts and consequences of Panama Disease (Tropical Race 4).

To achieve this the TSC Panama Support Service undertook a three-pronged approach, in line with the funded service agreement to:

- Provide therapeutic structured counselling, delivered by qualified and experienced staff, providing immediate support and intervention for community members affected by Panama TR4;
- Provide strengths-based case management to build the capacity of individuals to cope and adapt to the changing circumstances; and
- Engage the community in productive and positive conversations about how best to support our community, identify and respond to community need, and assess the capacity of the community to respond to future Panama detections.

These three core service goals underpinned the work of the TSC at every level, from the design of the service delivery and engagement strategy, to the drawdown of the service on the 31st of May 2019.

The work undertaken by the TSC is commonly referred to under the 80/20 rule. That is, 80% of our time is spent working with 20% of our community. What we have found supporting our community over the 3 iterations of the PSS, is that we are increasingly working with the other 80% of our community.

That is, those community members who had limited or no contact with the TSC prior to the impact of Panama on our community. These include: Banana farmers, Small business owners, working professionals and community members who while by no estimation are well off, were functioning and coping quite well with little or no service supports.

5.1.2. Counselling and Case Management program

From the 1st of June 2018 to the 31st of May 2019 the TSC PSS Counselling and Case Management services provided **623 counselling and case management sessions to 88 clients**; 40 males and 48 females (12 contacts

a week) including 11 community members identifying as being from a culturally and linguistically diverse background and 5 being from an Aboriginal or Torres Strait Islander background.

Of these contacts: **6 were Banana farmers; 47 were employed in the Banana Industry; 9 were employed in Associated Industries; 13 were Small Business owners; and 13 were employed in Other Industries.**

The majority of issues reported by clients included: Job insecurity; Financial issues; Relationship issues; Stress; Anxiety; Behavioural issues; Low self-esteem; and Poor coping strategies, including Drug and Alcohol misuse.

5.1.3. Community Connect program

From the 1st of June 2018 to the 30th of June 2019, the TSC PSS Community Connect service undertook **247 hours of development of resources and tools** including: the Panama TR4 grower kit Stress fact sheet, PSS program brochure, Resilience surveys, Search Conference model, Welcome to Tully booklet, 4854: looking forward guiding documents; 4854: Our Community project development.

In addition, the TSC Community Connect program undertook **445 hours of direct community engagement, involving 124 service contacts and 2,853 community contacts** (includes individuals and services with multiple contacts).

This also includes:

- **223 responses to community surveys** delivered utilising a mixture of online and paper surveys, available through face-to-face contact, email, social media and community events;
- **60 individuals** representing small business and farming, service clubs and social groups, organisations and sporting groups, Indigenous community leaders, young and not so young, male and female; who contributed to the Search Conference activity undertaken in October 2018; and
- **32 individuals committing to the 4854:** looking forward advocacy group.

The TSC undertook this process with the key objectives of engaging members of our community in positive and productive discussions about the future of our community, while supporting those individuals, families, small business owners and farmers who were in immediate need of assistance.

The TSC is committed to working with the community and supporting the activities of the 4854: looking forward group within the funding limitations of the TSC.

5.1.4. Recommendations moving forward

The outbreak of Panama Disease Tropical Race 4 in Tully presents a significant and ongoing threat to the Banana industry as an economic pillar, major employer and driver of small business within the CCRC.

The Queensland Government have stated that Panama TR4 is 'ineradicable'. The Queensland Government has pledged their support to continue to work with industry to delay the spread, work to containment, improve bio-security practices, build resilience in the banana genome and diversify production bases/locations.

Despite acknowledgement at all levels of government, in industry and the community of the ongoing need for emotion and financial assistance, funding to support community members has been erratic and short-term based. The TSC works hard to promote the service and removed the stigma in accessing services. Each time the funding concludes, the process must start again further compounding negative impacts.

It is the position of the TSC that block funding should be provided over a minimum of 3 years; incorporating generalist counselling, youth support and capacity building activities.

The TSC is committed to continue working with stakeholders all levels of the ongoing response to Panama TR4, to raise awareness of community issues and ensure collaborative response to the ongoing threat of Panama Disease in our community.

5.2 Ability to count client travel in Secondary Family Support service delivery hours

In January 2019 the Department of Child Safety, Youth and Women advised the sector that secondary family support services would be able to count outreach travel and travel for client home visits as output hours. This brings this program into line with the counting rules of the Intensive Family Support Service funding model.

This is a significant outcome for the TSC. The TSC secondary family support program services a wide geographic catchment area and conducts regular outreach and home visits for clients in Cardwell (90km round trip), Murray Upper (80km round trip), Mission Beach (60km round trip) and communities in-between.

Historically, by conducting home visits in line with departmental expectations and current best practise to practical in-home support for clients the TSC would incur uncountable output hours, placing additional pressure on the program to meet output expectations.

The TSC recognises that the provision of in-home support is consistent with current best practice and positively contributes to the wellbeing of the client and their family and reduces financial pressure and stress on the family when engaging with support services.

However, it should be noted that the Domestic and Family Violence service are not included in this new counting measure. As a result there remains increased financial pressure on the Cassowary Coast Domestic and Family Violence Service to meet service output hours while continuing to provide adequate levels of outreach throughout the Cassowary Coast Region.

5.3 Tully Youth Centre attendance increase

There has been a significant increase in the number of young people attending the Tully Youth Centre (TYC) over the last 4 years. From an average of 1,647 in the 2015-16 and 2016-17 financial years; to an average of 2,629 in the 2017-18 and 2018-19 financial years.

This increase would not have been possible without the additional supervision, staff and young person safety, structure and activities provided under the two person model.

The TYC is funded by the Cassowary Coast Regional Council (CCRC); in addition TYC staff and young people work hard to source additional funds through fund raising, grants and donations.

The TYC has been unable to secure additional funding since 2018. The sustainability of the two person model and the resulting program success and improved safety of staff and young people will rely on the TYC sourcing regular funding from the state or federal government.

5.4 HSQF Accreditation

The TSC successfully underwent a maintenance audit for the Human Services Quality Framework (HSQF) accreditation. HSQF accreditation is a requirement for services funded by the Department of Communities, Disability Services and Seniors; and the Department of Child Safety, Youth and Women.

The HSQF audit reviews service delivery and accessibility, case planning, staff management and organisational governance. This process includes interviews with clients, staff and committee.

The TSC has found this process a valuable tool to reflect and improve upon professional practice, and ensure our commitment to continual improvement

5.5. Positive reputation and the high level of awareness of the Tully Support Centre in the community and to other service providers.

The quality of service provision and the increased visibility of the service in the community has created a positive reputation of the TSC. This has resulted in an increased level of engagement by a larger demographic than has historically accessed support services through the TSC.

The TSC's investment in, and support of, the up skilling and training of staff was also identified as a major contributing factor to the positive reputation and high level of credibility amongst community members, other service providers and Government Departments. This has been evident through the increased level of collaboration between services and the increased level of referrals made to the TSC by other service providers.

5.6. Positive, targeted community development program.

The TSC is funded through the Neighbourhood Centre funding stream to provide structured and targeted community development activities. This includes: participation and support of local events, planning and conducting community education activities, and the development and production of information and resource packages for the community.

The TSC conducts regular structured group activities based on community need. These groups include a weekly Parent's Group called Explore, Develop, Grow (EDG); structured 8 and 10 week structured programs including; Fatherhood Program and Life Skills program; and workshops targeting community need including Safe Socialising, Budgeting, Grant writing, Volunteer Management and other workshops as identified.

Structured groups are outcome focused and are adapted to the needs of the participants. Contact the TSC for the next scheduled program start dates.

With the help of volunteers, the TSC also facilitates a number of social interaction groups which have included walking group, swimming group, art and craft groups to name a few.

5.7. Positive staff relationships and ongoing support for staff and career development.

The positive nature of the centre, its staff, and the sense of family and teamwork between staff is beneficial to staff undertaking the sometimes-difficult work of the TSC. The TSC is very fortunate to have passionate and dedicated staff that is committed to supporting our community.

The open-door policy between staff and with management has also meant that at any time we are able to support each other via debriefing sessions.

TSC staff have access to regular professional supervision funded by the centre this service is part of the baseline funding of the TSC.

TSC staff are encouraged and supported to undertake professional development opportunities to improve their job satisfaction and continue their growth as valued and professional members of the TSC team.

This team environment not only improves job satisfaction and employee retention, it also leads to increased outcomes for clients.

5.8. Strong relationships with service delivery partners.

The TSC works closely with our service delivery partners to improve outcomes for clients. This includes: the Department of Child Safety, Lives, lived well, Vocational Partnerships Group, Dr Edward Koch Foundation, the Community Support Centre Innisfail, Queensland Police Service, MaMu health service and the Cassowary Coast Regional Council.

The TSC has worked closely with Lives, lived well, Vocational Partnerships Group, Dr Edward Koch Foundation and the Cassowary Coast Regional Council to deliver a number of workshops across the Cassowary Coast Region. Including: Mental Health First Aid, Stress Less workshop, Digital literacy workshops, Drug and Alcohol workshops and parenting workshops.

5.9 Volunteers and student placements

The TSC works hard to create opportunities for community members to connect with the centre in a volunteer capacity and to assist with service delivery. The TSC has been very fortunate over the last 12 months to have engaged some very talented and passionate volunteers.

In addition to the successful volunteer program the TSC also hosts student placements for those members of the community undertaking further study. The TSC has hosted a number of placements over the years which has proved beneficial to the student, the centre and the wider community through increased capacity.

The TSC believes that hosting student placements is a key role of community based human service organisations. By hosting student placements the TSC works to improve service delivery and positively contribute to the education, training and development of the next generation of human services workers.

6. Key Issues for 2018 – 2019

Outlined below are key issues at an organisational and community level as identified by the Tully Support Centre Management Committee, Staff, Clients and Community. This information has been gathered through community contact, service provision and the strategic planning process.

6.1. Funding

The Tully Support Centre acknowledges the financial pressures on the Local, State and Federal Governments, and looks forward to continuing to work with the relevant government departments to address the historical funding gaps to meet the current and emergent needs of our community.

In 2019 this need was compounded by the conclusion of the School Mentoring program delivered by the TSC for young people at risk since 2006. This service was very successful in supporting young people at risk and/or experiencing issues within their family unit.

This program is in high demand from schools and parents; and has a high rate of success in improving young people's engagement in school, and identifying the underlying issues impacting on behaviour including Child Safety issues.

The TSC has written several funding applications to source specific funding for Youth Mentoring and Youth support but to date has not been successful.

The TSC has met with schools within the Ulysses cluster of schools to work together to advocate for increased youth services and the funding of Youth Mentoring program.

6.1.1. Recognition service delivery gaps in the TSC catchment area.

The impact on our community of increasing costs of living, lack of public transport, limitations on disposable incomes, Panama disease, two severe Tropical Cyclones in 10 years, and changes in the employment market have exacerbated the existing vulnerabilities of our community.

The TSC has worked actively to raise awareness of the socio-economic issues facing families within the Cassowary Coast. The TSC catchment area encompasses a beautiful, yet vulnerable area servicing 14,000 people, covering the majority of the Cassowary Coast Regional Council Local Government area, for all programs with several programs servicing the whole of the Cassowary Coast.

The TSC works to find program efficiencies, and collaborative partners to improve the delivery of services in outlying areas including Cardwell, Murray Upper and Mission Beach. However, limited funding for secondary support

services, high levels of need and high outputs restricts the ability of the TSC to deliver support services throughout a catchment area.

The TSC acknowledges the past and present willingness of the State and Federal Governments to provide additional resources in times of disaster, unfortunately outside of these responses increases in funding have been restricted to CPI increases which have not kept pace with the increasing costs of service delivery in our area, and have not addressed the historical gaps in **Youth Services, Generalist Counselling, Crisis Accommodation and Perpetrator programs.**

6.1.2. Emergency Relief Funding

The current level of funding does not meet the increasing level of need in our community for financial assistance. In addition, the TSC is currently only funded to provide Emergency Relief until the end of December 2018.

The TSC works closely with the Saint Vincent's de Paul society of Tully, as the only other Emergency Relief provider servicing the TSC catchment area, to better support the community under the current level of funding.

The TSC is committed to working with the DSS to improve the delivery of the program and advocate for community disadvantage. The TSC works to improve program delivery including; initiatives such as the non-perishable food pantry, and to undertake fundraising to support this program.

6.1.3 Cassowary Coast Domestic and Family Violence Service gaps

The TSC Cassowary Coast Domestic and Family Violence (CCDFV) service is based in Innisfail and Tully, providing regular outreach to Cardwell and Mission Beach.

The program provides Adult and Child Counselling Services, Case Management, Court Support in Innisfail and Tully, and the capacity to improve the security of community members experiencing Domestic and Family Violence.

This program is funded for 5 years, until 2021, totalling \$1.82M and represents a significant investment by the Palaszczuk Government in the wellbeing of Cassowary Coast community members experiencing DFV.

The CCDFV service provides a targeted and responsive DFV service throughout the Cassowary Coast region; facilitating face-to-face Counselling, Court Support, Case coordination, Crisis intervention, Information, Advice and Referral, and Advocacy services weekly in Tully and Innisfail, outreaching to Cardwell and Mission Beach.

However, this program stops short of providing support for perpetrators to break the cycle of violence and although the CCDFV service can respond to male victims of DFV they are not counted in program outputs.

The TSC is committed to continue to work with community and government to improve the delivery of the program and raise awareness of the need for perpetrator services and the inclusion of males as victims.

The TSC urges both the State and Federal Government to provide funding to enact perpetrator programs to work to change the behaviour of existing offenders and to provide targeted programs for young men; as the main perpetrators of Domestic and Family Violence; to stop the cycle of violence.

In addition, the TSC encourages the national conversation to include, raising awareness of and de-stigmatisation male victims of Domestic and Family Violence.

In addition, the TSC has identified a service gap around the Babinda area, which is outside of the CCDFV funded catchment area. The TSC is continuing to liaise with the department regarding this service gap.

6.1.4 Lack of Family Intervention Service funding for the lower half of the Cassowary Coast region

The TSC has also identified issues with the availability of Family intervention Service (FIS) workers in the lower half of the Cassowary Coast region. Currently services are delivery via outreach from Innisfail with no worker assigned or based in the Tully area.

This has resulted in Child Safety staff contacting TSC secondary family support workers to undertake work with families normally assigned to FIS roles and beyond the scope of secondary family support.

The TSC urges the stage government to fund an addition FIS worker to service the lower half of the Cassowary Coast region.

In addition, consistent with the departments model of place-based efficient services, this worker should be funded out of the TSC to reduce travel time, improve service responsiveness (particularly in times of family crisis) and improve referral pathways to other TSC based services.

6.2 Lack of support youth support services

The TSC has a strong working relationship with primary schools throughout the TSC catchment area. However, the lack of youth specific funding limits the capacity of the TSC to provide interventions for young people.

The TSC has experienced an increase in parents connecting for support for young people in high school. The capacity of schools to respond to these

issues is limited and many young people experience increasing negative behaviours, which result in disengagement from school, negative contact with police and the justice system and the misuse of drugs and alcohol.

It is a priority of the TSC to improve referral pathways and advocate for specific youth services in our area.

6.3 ICE

ICE is currently impacting on communities across the nation; the increase in the use of ICE amongst adults and young people is having a serious impact on the safety of communities, families and the users themselves. ICE is strongly linked to increased mental health issues, increased crime including physical and sexual violence, and the breakdown of the family unit.

ICE has been identified as an emergent issue in our community, with increasing use particularly amongst young people as a recreational party drug, due to its relative low cost and ease of availability.

The TSC will continue to work with our service delivery partners to promote the harmful effects of ICE to reduce the number of new users, refer existing users to available services and to advocate for increased capacity for counselling and education services as identified.

6.4. Improve the appearance and disability access to the Tully Youth Centre.

The Tully Youth Centre operates out of the Mullins Building in the Tully Showgrounds; this building is provided free of charge by the Cassowary Coast Regional Council and is a very large and flexible space. While the TSC is grateful for the use of the building it is acknowledged by both the council and the TSC that the building is old and does not have adequate access for disabled young people; including an access ramp and toilets.

While there has been progress in addressing minor maintenance issues, all parties agree that more needs to be done. The program has experienced an increase in the numbers of young people attending the centre and the number of outreaching service providers who would like to use the space to deliver programs to the community; unfortunately the state of the building, and in particular the toilets, is restricting the capacity of the program

The TSC recognises the financial pressures of the Cassowary Coast Regional Council and is committed to working with council to identify external sources of funding which can be used to upgrade the building.

6.5. The recruitment of new Management Committee Members.

The Management Committee of the TSC has identified the recruitment of new Management Committee members and the development of a mentoring and succession plan for new and future committee members as a priority of 2019- 2020.

It is historically difficult in small communities to recruit new committee members as it is normally the same community members volunteering for multiple community roles.

The Management Committee have identified a number of strategies to encourage new members to join the committee including; addressing myths regarding the amount of time involved or the need for experience or qualifications, inviting young people to join as junior members and advertising the roles.

6.6. Tully Support Centre building tenure and improvement of TSC building.

In 2011 the TSC begun a forward planning exercise to undertake a staged approach to the improvement of the current building and expand the building as necessary in a targeted way to improve efficiency, reduce costs and limit impacts on service delivery.

The TSC has undertaken several projects aligned with this forward planning. It should also be noted that these projects have been undertaken through funds gained through fundraising, room hire, managed investments and grant writing; and not through direct government funding.

The TSC is committed to the ongoing review of the forward planning document to meet current and emerging needs, and to continue to undertake building upgrades as identified and funding allows.

In addition, the current lease of the TSC building will expire in 2024. The TSC is working with local council and the department of communities to resolve the uncertainty around the building lease arrangements and work towards ongoing surety in the TSC tenure in the current building.

7. Budget Overview

The budget analysis below represents the total Tully Support Centre budget for 2019 – 2020 financial years.

Budgeted Income

Income	2019-2020	Percentage of total
State Government	\$749,323.00	86.97%
Federal Government	\$49,630.00	5.76%
Local Government	\$32,500.00	3.77%
One off grants/funding	\$16,350.00	1.90%
Fees and Charges	\$0.00	0%
Donations/Interest	\$0.00	0%
Fundraising	\$1,300.00	0.15%
Room hire	\$12,500.00	1.45%
Provisional	\$0.00	0%
Total	\$861,603.00	100%

Budgeted Expenses

Expense	2019-2020	Percentage of total
Wages and Salaries	\$686,237.65	79.65%
Administration/Operational	\$50,206.81	5.83%
Property and Energy	\$43,525.00	5.05%
Motor Vehicle	\$24,890.00	2.89%
Program/client	\$40,167.85	4.66%
Staff Development	\$11,955.00	1.39%
Minor Assets and Acquisitions	\$4,590.00	0.53%
Total	\$861,572.31	100%

Profit/Loss = **\$30.69**

8.1. OPERATION AND GOVERNANCE

Objective – Ensure the delivery of funded services is consistent with Investment Specifications, Service Agreements, Human Services Quality Framework (HSQF) and the TSC’s commitment to social justice.

Actions or Projects	Completion Date	Resources	Achieved
Review changes to program investment specifications to ensure consistency with service delivery.	Ongoing	Manager, staff.	
Advocate to funding bodies to ensure service agreements adequately reflect service delivery capacity and service need in the community.	Ongoing	Manager, funding bodies.	
Review organisational policies and procedures	June 2019	Policy review sub-committee	
Conduct file audits to ensure consistency with program guidelines.	Quarterly	Manager, Support staff	
Support a service wide commitment to social justice.	Ongoing	Manager, Staff Management Committee.	

Performance Measures – Program delivery meets the requirements of the current investment specifications; Service agreements reflect the needs of the community and have realistic outputs based on the level of funding; Policies are up-to-date with current legal and ethical requirements; Client forms are consistently applied and files meet the requirements of the investment specifications and current best practice; TSC programs, policies and service delivery seeks to bringing about changes that enable people, groups and communities to have better and more equitable access to resources and services that meet human needs and promote human welfare.

8.2. OPERATION AND GOVERNANCE

Objective – Advocate to the relevant local, state and federal government Departments the need for increased services in the Tully Support Centre catchment area.

Actions or Projects	Completion Date	Resources	Achieved
Invite the sitting members to the Tully Support Centre AGM.	Annually in August	Management Committee President, Secretary	
Update the needs and gap analysis.	Annually in September	Manager, COMSIS and ABS statistics	
Write to the member for Hinchinbrook, Hill and Kennedy to advocate for the gaps in services available in our community. Include Needs and Gaps analysis as an appendix.	Annually in October	Manager, Management Committee, Needs and Gaps analysis.	
Include the Needs and Gaps analysis as an appendix to the AGM report.	Annually in October	Manager	
Pen a formal letter to the Premier and relevant ministers regarding the ongoing need in our community. Include Needs and Gaps analysis as an appendix.	Annually in November	Manager, Management Committee	

Performance Measures – Sitting members and relevant ministers are aware of the issues facing and community and the work of the TSC; Increased capacity of the TSC as identified by community needs; There is stability and continuity in the services delivered by the TSC; Formal response from relevant ministers.

8.3. OPERATION AND GOVERNANCE

Objective – Review and develop the financial sustainability and viability for each service and the TSC as a whole.

Actions or Projects	Completion Date	Resources	Achieved
Monitor budgets and financial reports monthly.	Monthly	Manager, Administrator	
Liaise with staff regarding financial health of programs.	As required	Manager, relevant staff.	
Report monthly to Management Committee on the financial health of the organisation and the individual programs.	Monthly	Manager, Management Committee, Program Heads	
Address financial performance issues.	As necessary	Manager, Administrator, Treasurer	
Make funding applications where appropriate.	Ongoing	Manager, TSC Staff, Management Committee.	
Maintain functioning networks of service providers, funding bodies and other appropriate resources.	Ongoing	TSC Staff	
Build stronger links with local charitable organisations, to ensure the sharing of resources when available, joint funding applications and limit duplication.	Ongoing	Manager, TSC Staff. Tully Support Services Network.	

Ensure businesses providing services to the centre are aware of the deductible gift recipient status and are aware of the benefits to them for donating part of their service. Eg. Electricians, plumbers.	Ongoing as needed	Manager, Administrator, CEW, Committee.	
Write a letter to local accountants (including those from Cairns and Townsville) informing them of the deductible gift recipient status of the TSC.	Annually in May	Manager	
Raise awareness of the Deductible Gift Recipient status of centre in the community.	Annually in May	Manager article, Community Events, Face to Face.	

Performance Measures – Financially viability centre and services; High level of communication and accountability of the financial health of the organisation; Strong functioning networks specifically aimed at efficient use of local resources and maximum access to funding opportunities; The community and businesses are aware that donations to the TSC are tax deductible; Increase in general community donations.

8.4. OPERATION AND GOVERNANCE

Objective – Develop a strategic approach to fundraising and donations.

Actions or Projects	Completion Date	Resources	Achieved
Develop a strategic fundraising plan for centre with identified fundraising goals.	Ongoing	Manager, TSC Staff, Management Committee, Community.	
Investigate options, feasibility and ideas for a major fundraising event that can be identified with the support centre on an annual basis.	As/When time allows	Manager, TSC Staff, Management Committee.	
Liaise with local charitable organisations for ideas about fundraising and the possibility of joint ventures. (ie. Lions, Rotary)	Ongoing	Manager, CEW.	
Liaise with existing events to undertake fundraising by adding value to the event, including selling glow products, soft drinks etc. Christmas street party etc.	Ongoing	Manager, TSC Staff, Management Committee	
Plan and conduct community fundraising events as identified within the fundraising strategic plan.	Ongoing as needed	Manager, TSC Staff, Management Committee.	

Performance Measures – Targeted fundraising strategy with clear targets and goals; annual TSC fundraising event; High level involvement from the community; TSC a part of, and fundraising at existing events.

8.5. OPERATION AND GOVERNANCE

Objective – Streamline room hire process and improve room appearance.

Actions or Projects	Completion Date	Resources	Achieved
Review and improve room booking procedures; including responding enquiries, room hire application, venue use agreement, managing google calendar, cancellations, storing and updating user information (hard copy and in MYOB card file), and bad debts.	November 2019	Manager, Administrator, Management Committee	
Ensure relevant staff have easy access to information, through Google calendar for current bookings	Ongoing	Manager, TSC staff	
Promote room hire to outreaching service providers, community education sessions etc.	Ongoing	Manager, TSC Staff.	
Use money gained from room hire to ensure that rooms are welcoming, and have adequate equipment, including catering supplies.	As required	Manager, TSC Staff	
Ensure rooms are clean, welcoming and tea/coffee and other refreshments are available.	Ongoing	TSC staff, volunteers, student placements	

Performance Measures – The booking procedure is streamlined and easy to maintain; Available rooms are hired; Room hire income is reinvested into the TSC improving the appearance of the rooms and to ensure the rooms have adequate equipment and consumables; Ensure that the rooms are ready for use the day of hire; User friendly accessible computer program ensures efficient access to information regarding the hire of rooms.

8.6. OPERATION AND GOVERNANCE

Objective – Build and maintain an effective volunteer program within the Tully Support Centre; and support a culture of volunteering in the community.

Actions or Projects	Completion Date	Resources	Achieved
Review and update the volunteer role description for the centre, ensuring clear and defined roles and responsibilities.	November 2019	Manager	
Liaise with local agencies to ensure effective volunteer and work experience referral pathways.	Ongoing	Manager, Job Services Australia, Tully High School	
Advertise the need for volunteers through the TSC brochure and the Manager's article.	Ongoing	Manager	
Upskill volunteers to backfill staff roles as required and to undertake paid roles as available.	Ongoing	Manager, TSC Staff	
Liaise with relevant Registered Training Organisations including Universities to host student placements.	Ongoing	Manager	

Performance Measures – Effective volunteer program; Volunteer role description up to date; Increased backfill capacity; Volunteers are supported to increase skills and undertake paid roles as available. Students are able to undertake placement in our community.

8.7. OPERATION AND GOVERNANCE

Objective – Raise awareness of services available and issues in the community.

Actions or Projects	Completion Date	Resources	Achieved
Weekly manager's article and What's on promoting the centre, programs and issues identified through contact with community.	Ongoing	Manager	
Ensure the TSC Website is up to date, including new program information, photos of past events, smart phone optimised.	Ongoing	Manager, Volunteer	
Conduct regular Community BBQs to raise awareness of community issues and link with supports.	Ongoing	Manager, Community Engagement Worker	
Hold Community education session's in community development room as needed, on topics identified by contact with the community and service providers.	Ongoing	Manager, TSC Staff, Other Service Providers	
Promote workshops and information sessions run out of the CDR by the TSC and other organisations.	Ongoing	Manager, CEW	
Provide information to the Cassowary Coast Regional Council councillors, regarding the operations of the centre to ensure ongoing connection and increase awareness of the TSC and its services.	Annually	Manager, CCRC Councillors, Management Committee President.	

Provide information about the centre services to local information distribution points and platforms; ie. GPs, Court house, Churches, school newsletters etc.	Information updates every 6 months, and as new program service become available	Manager	
Ensure TSC representation on appropriate networks (ie. Tully Support Services Network, C6 Network)	Ongoing	Manager, TSC Staff, Management Committee	
Ensure TSC is represented at community events.	As funding allows	Manager, TSC staff, Committee	

Performance Measures – Increased awareness of services and issues amongst community members; TSC website is up to date, easy to use and volunteers/staff are undertake training in website management; High numbers of individuals attending community BBQs and community education sessions; Community information sessions planned and conducted; Strong functioning networks; Strong partnership with Cassowary Coast Regional Council and councillors have an awareness of the role and services of the TSC.

8.8. OPERATION AND GOVERNANCE

Objective – Ensure health and longevity of staff.

Actions or Projects	Completion Date	Resources	Achieved
Ensure leave options are accessed (ie. Holidays)	Ongoing / As required	TSC Staff, Manager	
Ensure breaks (ie. Lunch) are taken during the work day.	Ongoing	TSC Staff, Manager	
Attend fortnightly Supervision with the Manager.	Ongoing	TSC Staff, Manager	
Support staff in their endeavours to increase their skill levels, and improve their knowledge of best practice.	Ongoing	Manager, TSC Staff	
Attend regular peer supervision.	Ongoing	TSC Staff, Colleague / Peer within industry.	
All staff to attend Professional supervision.	Ongoing	Manager, external supervision provider.	
Develop and maintain a staff pool of unemployed, under-employed, semi-retired and retired professionals to provide backfill for staff. Promote the centre as an option for graduate placement.	Ongoing	Manager, other services, further education providers.	

Performance Measures – Healthy Happy staff with high job satisfaction; Support and services available to staff if they require it; Backfill staff to ensure minimal disruption to services.

8.9. OPERATION AND GOVERNANCE

Objective – Undertake stage 2 of the building redevelopment as defined in the forward planning developed by People Orientated Design.

Actions or Projects	Completion Date	Resources	Achieved
Seek funding to complete stages 2 of forward planning.	ASAP	Manager.	
Completion of Engineered drawings.	Once funding is secured.	Shaneen Fantin and Belinda Allwood.	
Advocate to the Department regarding space and service delivery issues.	Ongoing	President, Manager.	
Seek long term surety in the tenure of the TSC building.	January 2020	President, Manager, CCRC Mayor and Division 2 Councillor, Department of Communities.	

Performance Measures – Completed engineered plans for stage 2 works based on feedback from TSC staff and committee; Successful funding application and stage 2 works are completed; Department are aware of space issues; The TSC use of the building is maintained beyond the current lease agreement.

9.1. EARLY INTERVENTION FAMILY SUPPORT PROGRAM (CHILD PROTECTION)

Objective – Enhance the effectiveness and the efficiency of the service under the current level of funding.

Actions or Projects	Completion Date	Resources	Achieved
Facilitate the delivery of Family Support Services that are predominately home based and practical skills focused consistent with the current investment specifications.	Ongoing	Manager, FSW Support Staff	
Maintain and enhance support networks and referral pathways.	Ongoing	Support Staff Other Service Providers, TSSN	
Maintain up to date knowledge on industry best practice models.	Ongoing	Contact through QCOSS network, TSSN meetings,	
Attend training on best practice when available, as funding allows.	Ongoing / where applicable	Peer networks, QCOSS, TSSN, Department of Communities.	
Ensure stats are recorded and trends are identified via stats/client contact.	Ongoing/ Fortnightly	Manager, Support staff	
Use trends in stats/client contact to target program response.	Ongoing/ Fortnightly	Manager, Support staff	
Conduct Case Management meetings	Fortnightly	Support staff	

Performance Measures – Program delivery is consistent with the current investment specifications; Support staff maintain up to date knowledge of current best practice and these models are adapted into current service delivery; Feedback and statistical information is used to target services, identify trends, apply for specific funding and advocate for unmet community needs; Clients receive a quality service, caseloads a shared and directed to the most appropriate staff member.

9.2. EARLY INTERVENTION FAMILY SUPPORT PROGRAM (CHILD PROTECTION)

Objective – Provide intensive support to young people and their families.

Actions or Projects	Completion Date	Resources	Achieved
Maintain a positive working relationship and referral pathway with the Department of Child Safety and FaCC.	Ongoing	Support Staff, Child Safety officers, FaCC	
Promote the benefits and effectiveness of Case planning in improving outcomes for clients.	Ongoing	Support Staff	
Provide practical in home support for families engaged in Case management.	Ongoing	Support staff	
Investigate current best practice options for engaging with hard to engage families.	Ongoing	TSC staff, Other service providers	
Raise awareness of what Child Safety contact does and does not mean for a family.	Annually September as a part of Child Protection month.	TSC Staff, Managers Article, Child Safety Staff.	
Maintain an accurate knowledge of education, employment, and accommodation options within the community.	Ongoing	Local media, Local Businesses, Schools, Job Network Providers, Centrelink	
Develop and maintain a good working relationship with local schools, and the police.	Ongoing	Support Staff, Schools, police	

Develop and maintain the positive working relationship with Tully State High School.	Ongoing	President, manager, Tully State High School principal.	
Accept referrals and maintain regular contact with young people attending the Tully Youth Centre. Provide information identified by young people as required.	Ongoing	TYC supervisors, Support Staff, other support services.	

Performance Measures – Good working relationship with youth, local businesses, schools, child safety, FaCC, police and other community contact points; Clients understand the benefits of fully engaging in Case management; Support staff provide practical in home assistance to families in a safe environment consistent with the current service agreement and investment specifications; Families are aware of what Child Safety contact means; Hard to engage clients are more frequently engaged; Seamless referral pathway with young people accessing the TYC; Young people and their parents are aware of options for education, training and employment.

9.3 EARLY INTERVENTION FAMILY SUPPORT PROGRAM (CHILD PROTECTION)

Objective – Support the delivery of structured and semi-structured programs in line with the Community Support Service Programs to support families in the community.

Actions or Projects	Completion Date	Resources	Achieved
Use the feedback gathered from staff, clients and service providers to target programs.	Ongoing	TSC staff, TSSN, service providers	
Plan, promote and conduct 2 programs from the list of structured and semi-structured program models annually.	Annually	FSW, CEW, other service providers	
Raise awareness of community issues including Domestic and Family Violence and Child Safety week in the community.	Ongoing	FSW, community members, other service providers.	

Performance Measures –Information gathered is used to target service delivery; programs based on real identified needs of the community; TSC delivers programs in line with current service agreement.

9.4 EARLY INTERVENTION FAMILY SUPPORT PROGRAM (CHILD PROTECTION)

Objective – Provide an outreaching family support service to communities throughout the Tully Support Centre catchment.

Actions or Projects	Completion Date	Resources	Achieved
Provide practical in home support for families engaged in Case management throughout the TSC catchment area.	Ongoing	Support staff	
Undertake client risk assessment and follow TSC outreach service delivery process to ensure staff and client safety.	Ongoing	Support Staff, Manager	
Use information gathered via outreach and other service providers to identify need and target response.	Ongoing	Support Staff Other Service Providers, TSSN, Community Consultation	
Use statistical information to monitor the effectiveness of the outreaching service to ensure efficient use of funding and staff resources.	Ongoing	Support Staff, Manager, Department CSO,	
Develop and maintain a good working relationship with local schools, businesses and community contact points to promote and enhance outreaching services.	Ongoing	Manager, Support Staff	
Identify potential partners and spaces for clients requiring office based delivery.	Ongoing	Support Staff Other Service Providers, TSSN,	

Link with other agencies providing an outreach service in individual communities to create a seamless referral pathway.	Ongoing	Support Staff Other Service Providers, TSSN,	
Develop and maintain a good working relationship with local schools, businesses and community contact points to promote the service.	Ongoing	Support Staff, other support services.	
Use identified needs of communities to highlight service gaps and advocate for increased outreach services in identified areas.	Ongoing	Support Staff Other Service Providers, TSSN, Funding Bodies	

Performance Measures – Support staff provide practical in home assistance to families in a safe environment consistent with the current service agreement and investment specifications; Increased outreach services throughout the Tully Support Centre catchment area; Statistical analysis used to target service delivery; Information on service gaps incorporated into funding applications and Tully Support Centre needs and gaps analysis to advocate for community need; Outreach service is well advertised and accessed by community members in need; Information gathered is used to make the case for an ongoing presence in communities.

10.1 NEIGHBOURHOOD CENTRE FUNDING (CSS)

Objective – Raise awareness of community issues and support social inclusion and social interaction opportunities within the community.

Actions or Projects	Completion Date	Resources	Achieved
Facilitate Tully Support Services Network Meetings.	Ongoing	CEW, Manager, TSSN	
Plan and conduct community BBQs to provide education, social inclusion and social interaction opportunities within the catchment area of the TSC.	Ongoing on a regular basis.	CEW, Manager, community members	
Gauge community need and interest in other social interaction opportunities.	As needed	CEW	
Gauge community interest in a social interaction group in North Mission Beach.	October 2019	CEW, Manager	
Facilitate Volunteers to coordinate social interaction group activities, through the Tully Support Centre Volunteers Management program.	Ongoing	Manager	
Review group action plan template.	December 2019	Manager, CEW	
Develop action plans for identified needs.	As needed	CEW	
Seek funding if required to address identified needs.	As required	CEW, Easy grants newsletter.	
Assist community groups as needed with funding applications.	As required	CEW	

Develop and refine local services directory.	Annually in June	CEW, TSC staff, TSSN, community	
Develop and refine the social and recreational activities directory.	Annually in January	CEW, TSC staff, groups, Volunteers.	
Develop and refine the thrifty and affordable recipe book and budget planner in line with community needs and the TSC ER program.	Annually in September	CEW, TSC staff, Volunteers, Management Committee	
Provide activities in conjunction with Tully Skills day out.	Biennially in August	CEW, Manager,	
Plan and Conduct a Child Protection week activity to raise awareness of child protection issues in our community.	Annually in September	CEW, CCIFS Staff, Manager, Community Groups	
Plan and conduct a Family Morning in Kurrimine Beach in conjunction with Kurrimine Beach Fishing competition.	Annually in September.	CEW, Manager, Community Groups	
Plan and Conduct a Mental Health Week activity.	Annually in October	CEW, Manager, Community Groups	
Provide grant writing, event development support and presence during the Tully and Mission Beach Christmas Street Parties.	Annually in December	CEW, Manager, Community Groups	
Plan and Conduct a Multicultural activity in conjunction with Harmony Day.	Annually in March	Manager, TSC Staff.	

Plan and Conduct a Youth Week Activity in conjunction with the Tully Youth Centre	Annually in April	CEW, Manager, Community Groups, TYC coordinator	
Provide activities in conjunction with Welcome to Tully Expo.	Annually in May	CEW, Manager, Community Groups	
Plan and Conduct a Volunteers week morning tea to thank and recognise volunteers and promote the benefits of volunteering.	Annually in May	CEW, Manager, Community Groups	
Plan and Conduct a Domestic and Family violence month activity to raise awareness of DFV issues in our community.	Annually in May	CEW, Manager, CCDFV Staff, Community Groups	
Participate in the Tully Reading day by providing reading stations and interactive displays.	Annually in June	Manager, TSC Staff	

Performance Measures – Functioning Tully Support Services Network; Social interaction opportunities made available to the community; Groups planned and developed based on community need; Program and funding applications based on identified needs of the community; Successful funding applications; Strong functioning volunteer management program; Up to date local services directory; Up to date social activities directory; Up to date thrifty and affordable recipe book; Community events supported, developed and conducted based on community need and in line with the current service agreement; Through feedback the community reports an increased awareness of community issues, support and Tully Support Centre services.

10.2. NEIGHBOURHOOD CENTRE FUNDING (CSS)

Objective – Gather information on changing community needs to contribute to the targeted service delivery of the TSC.

Actions or Projects	Completion Date	Resources	Achieved
Collect feedback from TSC staff and outreaching service providers on emergent issues within the community.	Ongoing	CEW, TSC staff, TSSN.	
Facilitate direct input from the community via surveys, community BBQs and other community engagement activities, about emergent community issues.	Ongoing on a regular basis.	CEW, Council staff, TSSN, community members	
Use existing documents (ie. Liveable Cassowary Coast Plan, TSC needs analysis, ABS & COMSIS) to support funding applications to advocate for increased services.	Ongoing	CEW, Council staff, TSSN, community members	
Use the information gathered to identify gaps and provide input into TSC program delivery and development, making funding applications a necessary.	Ongoing	CEW, Manager, TSC staff.	
Provide the information gathered to the manager to assist in advocating to the Department of Communities for increased service delivery to meet community need.	Ongoing	CEW, Manager	

Performance Measures – Up to date knowledge of current trends in the community; Community have input into the programs and modes of service delivery of the TSC; Information gathered is used to target service delivery; Program and funding applications based on real identified needs of the community; Successful funding applications.

10.3. NEIGHBOURHOOD CENTRE FUNDING (CSS)

Objective – Plan and Conduct structured and semi-structured support groups and programs to meet community needs in line with the Early Intervention Family Support Program.

Actions or Projects	Completion Date	Resources	Achieved
Use the feedback gathered from staff, clients and service providers to target the structured and semi-structured programs.	Ongoing	CEW, TSC staff, TSSN,	
Plan, promote and conduct 2 programs from the list of structured and semi-structured program models in the 1 st Quarter.	Annually in the 1 st Quarter	CEW, FSW, Manager, TSSN	
Plan, promote and conduct 2 programs from the list of structured and semi-structured program models in the 2 nd Quarter.	Annually in the 2 nd Quarter	CEW, FSW, Manager, TSSN	
Plan, promote and conduct 2 programs from the list of structured and semi-structured program models in the 3 rd Quarter.	Annually in the 3 rd Quarter	CEW, FSW, Manager, TSSN	
Plan, promote and conduct 2 programs from the list of structured and semi-structured program models in the 4 th Quarter.	Annually in the 4 th Quarter	CEW, FSW, Manager, TSSN	
Coordinate the EDG group, allowing direct input into topics from participants and other service providers.	Weekly	CEW, community members, TSSN	

Performance Measures – Information gathered is used to target service delivery; Programs based on the identified needs of the community; TSC programs are delivered in line with current service agreement.

11.1. EMERGENCY RELIEF (ER)

Objective - Promote the need for donations into the TSC ER program and distribute pantry items to vulnerable community members.

Actions or Projects	Completion Date	Resources	Achieved
Promote the need for donations to the ER Program.	Ongoing	Manager's Article, Support Staff	
Advocate for ER funding to meet the need in the community.	Ongoing	Manager, Support Staff, DSS.	
Highlight the TSC Deductible Gift Recipient status and the tax benefits to local businesses and community members.	Ongoing	Manager's Article, Support Staff, accountants.	
Construct a donation receptacle.	October 2019	Manager, Tremmies	
Conduct a non-financial donations drive in consultation with local supermarkets.	May and November annually	President, Manager, CEW,	
Develop and maintain an ER provider referral network	Ongoing	Support Staff	
Respond holistically to client needs utilising the TSC referral network.	Ongoing	Support staff Other Service Providers	
Promote the program and types of assistance available to the community.	Ongoing	Manager, Support staff.	

Performance Measures – Donations to the ER program; High level of awareness of TSC's DGR status and donations made; Strong working relationships with local supermarkets, schools, mini Vinnie's; Successful promotion, design and construction of a receptacle for the tin food drive.

12.1. CENTRELINK SUPPORT

Objective – Provide a professional and knowledgeable Department of Human Services (DHS) service to clients

Actions or Projects	Completion Date	Resources	Achieved
Liaise with DHS agent supervisor and access website for up service updates.	Ongoing	Centrelink Support Worker (CSW), Agent Supervisor	
Attend DHS agent training as available	As available	CSW, Agent Supervisor	
Promote and assist clients in registering for online DHS Self-service.	Ongoing	CSW	
Advertise the service to the community.	Ongoing, Every 6 months in Managers Article	Manager, TSC Brochure	
Provide clients with up to date job lists and work options.	Ongoing	CSW, Local Papers, Job Sites.	
Upskill volunteers, undertake online training and authorisation with DHS	As required	CSW, Volunteers	
Develop and display service specific information in addition to information provided by DHS.	As required	CSW.	
Write to DHS to formally request an increase in Centrelink support hours based on increased need.	Annually in March	President, Manager.	

Performance Measures – Increased staff knowledge; Increased awareness of service; Increased number of clients registering for self service; Up to date job info and jobs board; Other staff and volunteers have access to and are able to understand basic duties; Department increase funding based on need.

13.1. TULLY YOUTH CENTRE (TYC)

Objective – Coordinate the operations of the TYC.

Actions or Projects	Completion Date	Resources	Achieved
Open TYC Tuesday – Thursday 3:30pm – 6pm for 50 weeks/year (closed for 2 weeks over Christmas)	Ongoing	TYC Coordinator, Supervisor/s, Volunteers	
Build and maintain a positive rapport with the young people, and provide information and referrals.	Ongoing	TYC Coordinator, Supervisor/s, Volunteers	
Ensure the young people are able to experience the TYC as their space.	Ongoing	TYC Coordinator	
Liaise with council regarding the ongoing maintenance of the building.	Ongoing	TYC Coordinator, Manager, CCRC Facilities Manager, Management Committee	
Clean up walk way between Igloo and TYC, external store room and back room to allow for access to Igloo's disability ramp.	September 2018	TYC staff, Volunteers	
Work with council to source funding to make the TYC Wheel Chair accessible.	Ongoing	TYC Staff, Manager, CCRC Facilities Manager, Management Committee	

Source volunteers, organise a volunteer roster and support them to open the TYC beyond the funded hours.	Ongoing	TYC Coordinator.	
Develop and run a school holiday program based on input from the young people and in partnership with other service providers and TSC Staff.	Before each school holidays	TYC Coordinator, TSC Staff, Young people at TYC, TSSN.	
Promote the opening hours and programs delivered at the TYC	Ongoing	TYC Coordinator, local media, Facebook.	
Ensure that food is being provided within the guidelines of Safe food handling practices.	Ongoing	TYC Coordinator	
Maintain the equipment of the TYC and write funding applications to source new equipment.	As required	TYC Coordinator, Manager.	

Performance Measures – Youth Centre hours are promoted and the Centre is open Tuesday to Thursday; Young people are consistently coming and experiencing the space and appropriate statistics recorded; Council are aware of maintenance issues and issues are addressed in a timely manner; Wheel Chair access to the TYC is achieved; Volunteers are sourced and developed to increase the opening hours of the TYC and assist with program development and delivery; A school holiday program is developed and distributed prior to school holidays commencing; Food is made available to the young people and the service is delivered within the guideline of the Safe Food Handling Practices; The equipment of the TYC is kept in a clean and functioning state and funding is applied for to replace equipment.

13.2. TULLY YOUTH CENTRE (TYC)

Objective – Support program initiatives at the TYC.

Actions or Projects	Completion Date	Resources	Achieved
Provide formal opportunities for young people to engage in planning and developing TYC programs / initiatives i.e. Feedback board / forms / survey / youth committee.	Ongoing	Young People, TYC Coordinator	
Seek funding applications for programs based on the needs and ideas of the young people.	Ongoing	Young people, TYC Coordinator CEW, Manager	
Plan, promote and conduct activities based on the feedback from young people.	Ongoing	TYC Coordinator, Manager	
Plan and Conduct 2 Community events per year (in conjunction with the TSC CSS Program). Q2 - Kurrimine Beach Family Day Q4 - Youth Week.	Annually	TYC Coordinator CEW, Manager, Community Members	
Seek funding to deliver Youth Mentoring to schools.	ASAP	TYC Coordinator, Manager, Ulysses school cluster principals	
Develop and maintain a functioning network of youth services in the region.	Ongoing	TYC staff, TSSN.	
Plan and Conduct a Youth Week Activity in April.	Annually in April	TYC Coordinator, CEW, Manager	

Promote the positive contributions of young people to our community.	Ongoing	TYC Coordinator, Social Media, Manager	
Make the Centre available for use by community groups particularly those with a youth focus.	Ongoing	TYC Coordinator	
Guest speakers for the young people such as Police Liaison Officer, Service Providers as identified by young people.	Ongoing	TYC Coordinator	

Performance Measures – Young people are supported to provide input into the development and direction of the TYC and its activities; Variety of functional evidence based approaches to the issues of young people in the community; Outreach activities and programs are targeted as per the current service agreement and the needs of young people in our community; Regular participation in Tully Support Services Network meetings; Youth week activities are planned, conducted in conjunction with the TSC; The wider community’s perception of and attitude towards young people is better informed; Youth friendly activities are included in TSC events; The TYC is made available to the community and income is gained whenever possible; The young people have access to guest speakers and information based on the issues raised by them.

13.3. TULLY YOUTH CENTRE (TYC)

Objective – Increase funding for the Tully Youth Centre

Actions or Projects	Completion Date	Resources	Achieved
Advocate to the CCRC regarding the lack of CPI indexation of the youth funding and the restrictions this places on the program.	Ongoing	Manager, Management Committee, CCRC Community Services Manager.	
Ensure the service agreement realistically reflects the capacity of the program under the current level of funding.	April annually	TYC Coordinator, Manager, CCRC Community Services Manager.	
Develop fundraising sources at the TYC; including the sale of Soft drinks, Ice Blocks, Frozen cups, Recycling, etc to assist with costs of program delivery.	Ongoing	TYC Coordinator, Young People	
Submit funding applications for equipment, food and drink.	Ongoing	TYC Coordinator, Manager, CEW	
Liaise with the Department regarding the lack of Youth specific funding for the community.	Ongoing	Manager, TYC staff, Management Committee, Department CSO.	

Lobby the Minister to highlight the levels of disadvantage of young people in our community face and the lack of specific youth support services.	Ongoing	Manager, TYC staff, Management Committee, Sitting Minister	
Hire the Centre to those programs which have the funding to be able to pay for the use of the Centre.	Ongoing	TYC Coordinator	
Liaise with local business regarding the value of the TYC as a positive recreation space for young people. Encourage business donations and sponsorship or activities and specific events.	Ongoing	TYC Coordinator	

Performance Measures – Increased Centre funding; the service agreement reflects the level of funding; Young people contribute to the running costs of the Centre by purchasing Soft Drinks etc. through the TYC; Funding applications are submitted as identified; Recognition by the sitting Minister and the Department of the disadvantages faced by young people in our community and that services to young people in our community need to be funded; The space is hired and income is used for the benefit of the program; Local Business sees the value of the TYC, and are making donations to the program.

14.1 CASSOWARY COAST DOMESTIC AND FAMILY VIOLENCE SERVICE (CCDFVS)

Objective – Promote the Cassowary Coast Domestic and Family Violence Service to community members affected by the impacts of DFV.

Actions or Projects	Completion Date	Resources	Achieved
Promote the availability of the program. Including on the TSC website, electronic and print media, and service specific brochure.	Ongoing	CCDFV Staff	
Raise awareness of DFV, cycle of violence and associated impacts.	Ongoing	CCDFV Staff	
Support the development and delivery of promotional activities during DV Month and at other strategic community events.	Annually in May, and as required	CCDFV staff	
Attend sector meetings and service meetings as required to promote the service and develop referral pathways	Ongoing	TSC Staff, other service providers.	

Performance Measures – High level of community awareness of the program, the availability of supports and domestic and family violence; promotional activities are planned, developed and well attended; strong referral pathways and good working relationships with other service providers.

14.2 CASSOWARY COAST DOMESTIC AND FAMILY VIOLENCE SERVICE (CCDFVS)

Objective – Deliver the Cassowary Coast Domestic and Family Violence Service to community members affected by the impacts of DFV.

Actions or Projects	Completion Date	Resources	Achieved
Maintain a positive working relationship and develop referral pathways with relevant agencies.	Ongoing	CCDFV Staff	
Provide a mix of face-to-face, outreach and phone based delivery to ensure optimum service availability throughout the Cassowary Coast Region.	Ongoing	TSC Manager, CCDFV Staff, Venue providers, other services.	
Use a variety of strategies adapted from current best practice theories to engage clients and reduce disengagement rates.	Ongoing	CCDFV staff, Other service providers	
Highlight the benefits to individuals, families and their children of engaging in the program and with relevant services.	Ongoing	CCDFV Staff	
Be mindful of the negative implications of service fatigue; particularly in families with high and complex needs.	Ongoing	CCDFV Staff	
Lead the development of single case plan to improve communication, reduce service duplication and ensure effective service coordination.	Ongoing	CCDFV Staff, client and relevant service providers	

Support clients to create an individual safety plan and educate them about the importance of keeping the plan current and reviewing the completed plan on a regular basis.	Regularly	CCDFV Staff, Clients	
Work with service users to remain safely in their homes, enabling them to remain close to family and other support networks.	Ongoing	CCDFV Staff, clients, client supports	
Arrange for upgrades to home security to support service users to remain safely in their homes as part of their safety plan.	As required	CCDFV Staff, client, home owner/landlord, contractors.	
Liaise with the relevant service providers (QPS, CCIFS, FaCC, Infoexchange) in the delivery and improvement of the program.	Ongoing	CCDFV staff, other service providers	
Develop counselling and case management plans to meet the identified needs of the clients.	As required	CCDFV staff	
Provide the service in a flexible, client centred, mode of delivery meeting the needs of the clients.	Ongoing	CCDFV staff	

Performance Measures – Effective and efficient client focused service delivery; clients experience reduced service fatigue and service duplication; clients are supported to remain safely in their homes; individual safety plans are developed and clients are educated to use and review their plan.

14.3 CASSOWARY COAST DOMESTIC AND FAMILY VIOLENCE SERVICE (CCDFVS)

Objective – Collect statistical data in line with program requirements and **advocate** for service gaps, particularly in the availability of perpetrator programs.

Actions or Projects	Completion Date	Resources	Achieved
Keep appropriate statistical and client material as required by the TSC and the service agreement.	Ongoing	CCDFV staff	
Collect specific data on the number of ineligible clients (including male victims and perpetrators) to advocate for service gaps.	Ongoing	CCDFV Staff, CCIFS staff.	
Provide information on service delivery, including client trends, to target the efficient delivery of the service to the TSC Manager and the Department.	Ongoing	Manager, CCDFV staff, Department CSO.	
Provide feedback to TSC Manager on data collection tool improvements.	Ongoing	CCDFV staff	

Performance Measures – Accurate, relevant and specific statistical data is collected and provided; service gaps are captured and the department is made aware of the gaps; information on service trends is used to target service delivery, improve service efficiency and seeking program specific funding as required.

15.1. TULLY SUPPORT CENTRE 5/10 YEAR GOALS

The objectives below are identified goals and needs for both the centre and the community. This list is intended to highlight those needs and issues and act as a tool to bring them to the attention of other service providers, the community, local and state government and funding providers.

- Investigate options for the TSC to be open 5 days a week under the current level of funding.
- Increase the capacity of the CCDFV program to meet the demand for Perpetrator interventions.
- Youth specific funding for the TSC catchment area, increase funding for the TYC.
- Construction of a large meeting/training room for use by the TSC and to hire to outreaching organisations.
- Work with council to develop a long-term plan for the improvement of the TYC building, including; improving toilets, disability access, kitchen and general appearance of the space.
- Specific funding for outside of hours groups and community engagement and education sessions, so they do not reduce the availability of support staff during the day.
- Facilitate permanent community access points in Cardwell, Murray Upper and Mission Beach. Partnering with other organisations and community groups as appropriate.
- Construct a Youth Shelter and Crisis Accommodation in Tully.
- Seek funding to improve the grounds of the TSC including, a covered disabled access walkway to the CDR, external seating, expand the covered area of the CDR, and new playground equipment.
- Undertake partnerships with community groups including our place wellness centre to deliver non-accredited adult, peer style education throughout the CCRC.
- Advocate to PCYC to start youth programs within the area.
- Investigate name change options to adequately reflect the catchment area and work of the TSC.
- Purchase a Ute (Automatic) or trailer to transport donations and community development equipment instead of using staff ute.
- Restart the multicultural cooking classes.
- Conduct more Girl's night in/Guy's night in.
- Conduct a Youth Camp in partnership with Army, SES, Echo Creek, Rotary, local churches and/or Lions.