



Baptist Care (SA) Inc

ANNUAL REPORT 2009 - 2010



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The 2009-10 year was extremely busy with change and consolidation undertaken in many areas to establish the base for the organisation to expand community services and discharge its new role of *extending the life and mission of member churches*.

It is difficult to capture what has been an extremely eventful 12 months. A snapshot of significant events and achievements include:

- ◆ Completing construction and opening Playford Village Stage 2.
- ◆ Bringing WestCare, YouthCare and Health & Recovery programs under the Directorship of Curtis Richards, whose primary role is to professionalise and expand our service profile in existing areas.
- ◆ Introducing a Therapeutic Model of Care in YouthCare, following a trial in the program caring for sibling children. This new model has facilitated greater intervention in the care of young people.
- ◆ Implementing new approaches for youth accommodation and support services for young people to remain in the education system.
- ◆ Completing construction of a giant swing facility and a high ropes course at our Adventure Camping site in Mylor.
- ◆ Expanding our off-site Adventure Services programs, including the Tumbelin project in Mount Gambier and Port Lincoln.
- ◆ Maintaining the WestCare programs despite a reduction in the level of donations.
- ◆ Applying for planning approval for while the Sanctuary in the City building project (\$2.5m).
- ◆ Expanding Refugee Services programs.
- ◆ Establishing the new Employment Services program as a Specialist Provider particularly focusing on long term unemployed. A revised plan involving a reduction in the number of sites and a change in the model of services provision has been developed. The budget for the next two years incorporates recouping of 09/10 losses.
- ◆ Resolving through the Assembly in May to transition from Residential Aged Care services and to focus on community aged services, including Chaplaincy, Advisory, information and other services. The sale of our residential facilities is proceeding.
- ◆ Selling the Illoura property at Norwood and transfer of residents to Playford Village. Baptist Care (SA) House will be constructed on newly purchased land at Wayville.
- ◆ Purchasing and implementing the new Human Resources/Payroll and Finance systems.
- ◆ Collecting feedback on BC(SA) service provision through a survey of the South Australian Baptist churches. This was an important initiative in focussing the organisation in its new direction.

Throughout the successes and challenges of the year, we reflect on the great privilege it is to work in the community services, employment services and aged care sectors and recognize the exceptional commitment and passion of our staff, volunteers, management and leadership. As we look to the future, it is my prayer that in all programs, all activities and throughout every level of BC(SA) service delivery, we are able to maintain our integrity and enthusiasm as we seek to follow the great commands of Jesus Christ “to love God” and “to love others”.

Len Payne
Chief Executive

BLUE SKIES

The Blue Skies Group was established in 2009 to help Baptist Care (SA) Inc (BC(SA)) become more environmentally sustainable in its work practices. The Blue Skies Program and our Environmental Sustainability Policy were officially launched on August 14th, 2009 at our Mylor Campsite. As part of the celebration, attendees took part in a workshop where they considered environmental initiatives which could be readily instigated in their workplace and also discussed how the introduction of environmental initiatives could be facilitated. Following the formalities and a lavish afternoon tea, everyone planted trees and shrubs at the campsite to symbolize our move to a greener future.

Since the launch, the Blue Skies Group has identified four priority areas for our organisation: energy use, waste, transport and water. Managers were asked to undertake environmental site assessments with their staff to identify sustainability initiatives they had already instigated as well as things they could do to make their worksites more sustainable. This information, along with a number of useful environmental tips, has been posted on the intranet, so staff can easily access the information and learn from each others' experiences. Another important development has been our involvement in Baptist Care Australia's newly established Sustainability Circle of Excellence. Our participation means that we are able to share ideas with the sustainability committees at our sister organisations interstate as we all work towards becoming more environmentally friendly in our work practices.



CHURCH SURVEY

During 2009-10 BC(SA) initiated a consultancy project which was undertaken by the Baptist Churches of South Australia. This involved conducting a survey to gather feedback on the Churches' views on the future development of BC(SA) services. Many helpful thoughts and suggestions were received through the project and these have been passed on to BC(SA). The project represents a significant step to building stronger partnerships with local churches in the provision of community service ministries.

ENRICH

A project to inculcate BC(SA)'s Values throughout the organisation commenced this reporting period and will be ongoing through the Induction Program and staff meetings. Using the acronym ENRICH, these 6 short statements are easily remembered and give expression to the values which enable us to provide excellence in care and service delivery;

- E** Empowerment and Mutual Respect
- N** Networking and Open Communication
- R** Recognition of Achievement and Excellent Stewardship
- I** Innovation and Continuous Improvement
- C** Compassion and Commitment
- H** Highest Ethical Standards and Integrity

ENRICH dictates what is expected from each employee in regards to caring for clients, relating to work colleagues and managing the resources within our care. The practical outworking of these core values are translated into behaviours which BC(SA) will not compromise upon as we work towards the fulfilment of our Mission Statement.

CHAPLAINCY

In May 2010 the Assembly of the Baptist Family of Churches decided to transition out of Residential Aged Care. This was in recognition of the fact that BC(SA) can better fulfil its mission through the development of a range of Community Aged Care Services, including Chaplaincy Services, which will resource and support the ministry of local churches.

Aged Care

Through our pastoral care staff, volunteers and visitors from local churches, BC(SA) has continued to provide ongoing spiritual, pastoral and emotional support to 190 residents in our Aged Care Facilities. This support has been an integral part of the overall care of our residents and involved providing companionship, spiritual triaging, conducting assessments and creating care plans. Worship and other special services, bible study groups, men's barbeques and an annual memorial service are just some of the corporate activities that were offered to residents. Ongoing opportunities have been taken up to present the ministry of BC(SA) in local churches through involvement in Sunday services and workshop presentations.

In November 2009 Illoura Hostel at Norwood was closed and our residents transferred to Playford Village at Davoren Park. The transition occurred smoothly and residents quickly settled into the new spacious and modern environment. Although there was a tinge of sadness as the Illoura Auxiliary disbanded, the ministry, faithful service and support of these women and men from our Baptist Churches over so many years will not be forgotten.

Despite the decision to withdraw from the Residential Aged Care sector, BC(SA) will offer ongoing Chaplaincy Services to our present residents for the next 3 years.

Other Involvement in Chaplaincy

Working with the Heads of Christian Churches Chaplaincy Committee, BC(SA) is the employing body of Chaplains at the Womens & Childrens Hospital, Disability SA and The Gawler Health Service.

COMMUNITY SERVICES

Adventure Camping

Adventure Camping staff continued our exciting journey of living out the BC(SA) vision amongst the gumtrees at Mylor, the tranquil waters along the Coorong, in the silent depths of caves in the Flinders Ranges and on exposed cliff faces in the Grampians. We aim to provide everyone in our community – participants and staff alike - with unique life experiences that leave lasting impressions, promoting discovery and learning and enriching each person's relationship with themselves, other people and God.

Adventure Services

Young men and women aged 13-24 who are disengaged, or at-risk of disengaging from their communities and services, often through association with drugs and alcohol, were challenged by a range of adventurous day activities and multi-day camps and expeditions. Under the caring supervision of qualified outdoor leaders more than 400 participants had fun riding mountain bikes, paddling kayaks, climbing up and abseiling down cliffs, and working together to promote confidence and build self-esteem. A total of 158 days of activities were delivered during the year.

Mylor Campsite and Riverview Retreat Centre

A giant swing and new high ropes course have made wonderful additions to the Mylor Campsite facilities. Participants from school groups, corporate groups and other BC(SA) programs were thrilled by the challenge of being winched into the air and then swinging out across the treetops, or climbing across different elements of rope and wire suspended 8-10 metres above ground level. The 'Leap of Faith', which requires brave individuals to jump from the top of an 8 metre pole and grab onto a swinging trapeze bar, proved to be a real highlight of the high ropes course.

Elsewhere onsite, the luxurious Riverview Retreat Centre continues to be popular with groups for retreats as well as for day planning meetings.

Tumbelin

Based in the regional centres of Port Lincoln and Mount Gambier, Tumbelin is a bush adventure therapy program delivered by a dedicated team of youth workers and Adventure Services' staff for at-risk young people with drug and alcohol issues. This innovative and integrated program has helped participants learn about the value of respect for themselves, each other, property and the environment. Staff and clients have embraced the challenge of individual case management which has focused on key barriers, including substance abuse. In a letter to staff the Resident Magistrate wrote "The Tumbelin program has made a significant and important contribution to the rehabilitation of young offenders in our region in the South East of South Australia and I congratulate you on the conduct of this program".

Health and Recovery Services

The restructuring of Health and Recovery Services saw Disability Employment Services, the Community Links Program, Psychosocial Support Services and the Peer Work Project linked for the first time within one service stream. In April 2010 all program teams came together at the campsite in Mylor to get to know the other services and share knowledge and experiences. This was a real highlight for staff and we look forward to further strengthening these links between our Health and Recovery programs.

Community Links Program

The Community Links Program (CLP) supports older people and adults with a disability to actively participate in community life. CLP has seen a few

changes during the past financial year, most significantly in the development of supported activity groups. In November 2009, a women's coffee group was set up in partnership with the Noarlunga Mental Health Service to provide social support to women who were isolated due to mental health issues. This group has continued to meet fortnightly and has had a positive impact on those involved. The re-establishment of the CLP movie and bowling groups has also enabled participants to get out, make friends and have some fun.

Peer Work Project

Peer workers are people with lived experiences of mental illness who are living well and are willing to support others in the recovery process. Through our Peer Work Project they are trained and supported to source suitable (paid or unpaid) peer work positions. We provide the Introduction to Peer Work Course in partnership with the Mental Illness Fellowship of South Australia and 2009-10 saw five courses run, with 62 people graduating from the program. In addition, the project has continued to support mental health organisations in the recruitment, organisational preparation, training and support of peer workers.

Highlights include collaborating with staff in the Research and Business Development Unit to publish an article in the Australian Journal of Primary Health Care about the successes of the Peer Work Project and presenting papers at the 2010 Vicserv Mental Health Conference in Melbourne and the Mental Health Services Conference in Adelaide. South Australia is the only state with a Peer Work Program and we are pleased to report that our pioneering work in the field to date has aroused interstate interest.

Psychosocial Support Services

Through our Psychosocial Support Services programs in the Riverland and Pt Lincoln, we supported clients with significant mental health issues to re-establish connections with social activities and

community life. This involved introducing participants to groups, clubs and new recreational pursuits to reduce isolation, increase self esteem and help develop interpersonal skills. Clients all had significant reductions in hospital admissions and the majority formed strong friendships and ties within their social and community groups. Exited clients reported that they no longer needed the service and felt confident and motivated to maintain and control their recovery journey. Financial stability was another significant outcome achieved by those exiting the program.

Successful working relationships were both established and maintained with regional partners and stakeholders including local mental health services, housing agencies, training organisations and other key non government organisations.



Working for Recovery - Disability Employment Services

Working for Recovery is a new program which offers support to people experiencing mental health issues who require assistance to secure and maintain employment. BC(SA) successfully tendered as a mental health specialist provider and has been providing this service since March 2010. This reporting period saw the team commence case management and create links with BC(SA) Employment Services, our community service programs as well as with other key organisations within the sector.

Inner City Services

A significant milestone for the services located in the Inner City was the retirement of David Wright on 29th January 2010 after more than 20 years of ministry at WestCare. More than one hundred people gathered in WestCare Church to celebrate the contribution of the man who has been the voice for the most marginalised people in our society for such a long time. As we reflect on the work of our Inner City Services during this period, we thank David for the role that he has played and acknowledge the faithful and steadfast hand of our amazing God in the midst of the significant growth and changes that have taken place.

Adult Housing Program

The Adult Housing Program provides housing for people who are homeless or at risk of homelessness. The program manages 10 single units on-site at WestCare Court, 5 houses in Adelaide's central business district as well as houses in the outer suburbs. The knowledge of impending sector reform, which will mean relinquishing control of our Housing SA properties, has impacted on our housing functions and the decision was made to source furniture from other agencies and cease receiving donations of this nature.

Despite housing single men only in the past, this year saw the need for the program to source housing for couples and single females as well. In the past year our caseworkers have worked one on one with 107 homeless and vulnerable adults, assisting 26 people to find medium to long-term accommodation.

Case Management

BC(SA) WestCare has operated the Case Management Service along with other homeless services for many years. In recent times, sector reform has meant that we have had to adjust our Case Management Service by employing more social workers. In addition we implemented the role of a clinical

supervisor who is responsible for supervising National Affordable Housing Agreement (NAHA) case management staff and other case management staff located in Inner City Services. The Case Management Team had a busy period between October – December 2009, assisting to work towards achieving the Service Excellence Framework (SEF) accreditation as part of our readiness for tender early next financial year. The successful outcome of this effort is a credit to all staff involved and has meant that we have been able to end the year on a fantastic note.

Emergency Relief Program and WestCare Day Centre

The majority of the individuals accessing our Emergency Relief Service are homeless, however they are also struggling with a range of other complex and related issues, including for example, poor physical and mental health, social isolation and poverty. We are extremely grateful for the support of local churches, BC(SA) staff and friends of WestCare who make regular food deliveries to this very crucial service. Nevertheless, increased pressure on the program over the last 12 months has meant that despite distributing food parcels and/or Coles vouchers 898 times through official welfare appointments, we were unable to meet the increased demand.

The WestCare Meals Service continues to operate 6 days/week, 52 weeks/year, with more than 25,000 nutritious meals prepared last year. During the extreme heat the Day Centre's services became all the more necessary and we responded to the increased need by circulating free bottled water and extending opening hours, when possible.

In other news the Day Centre's facilities were improved by the establishment of a new office which has enabled staff to access a private and confidential setting in the yard area. This is significant as it has made it possible for informal counselling sessions to take place with people who are reticent to enter the welfare area to

access formal drug, alcohol and/or financial counselling.

Exceptional Needs Unit and Corrections 60 Bed Program

Staff from Inner City Services have provided individualised packages of support to a number of clients throughout the 2009-10 year. Some of these clients have had support for periods of up to 30 hours per week, while corrections clients, who have been recently released from prison, receive support for 1-2 hours per week. It was a challenging year with testing times experienced by staff and clients alike, however we continue to have a reputation for working with people with whom other agencies have refused to work. Given the difficult nature of some of our clients, this reputation acknowledges the great commitment of our BC(SA) staff.

Sanctuary in the City

When built, the two storey Sanctuary in the City building which will house case management staff, reception and welfare workers. It will also have a large storage room for food donations, two meeting rooms and consulting rooms for visiting services. During the last financial year we continued to work towards obtaining final building approval from Adelaide City Council. This involved, amongst many other activities, meeting regularly with architects and surveyors. BC(SA) is particularly proud of the building plans which include environmentally friendly features such as natural lighting, sensory lights, separate air conditioning systems for greater efficiency and toilets that will be flushed with rain water. We anticipate the project's completion in time for our centennial year in 2013.

WestCare Karpandi Arts Centre

The Arts Centre continued to be a hive of creative activity as our community arts program gained momentum throughout the year. The program comprised of Wednesday afternoon arts workshops, monthly meetings of the WestCare

Writers' Group and the weekly singing sessions of our community choir, *Under the Lamp-post*. The regular community arts workshops, facilitated by a resident artist, were supplemented by short sequences of specialist workshops run by visiting artists with specialist skills in participants' identified areas of interest. Specialist workshops were provided in sculpting, weaving, stencil self-portraits and badge-making, in addition to the sessions provided on clay, tie-dyeing, collage, printmaking and drawing.

Two major art exhibitions of work created at the Arts Centre were staged during 2009-2010: an exhibition, *Marked*, as part of the 2009 SALA Festival in August 2009 and another, *Juice*, as part of the Adelaide Fringe Festival in March 2010.

A short film was also written and produced during the year. This exciting project culminated with a special premiere screening event at the Iris Cinema where light refreshments were served and participants were presented with their own copy of their film. A weekend camp held at Raukkan as part of a project entitled *Choir of Didgeridoos*, was also a highlight of this year's extremely diverse arts program. Participants found, cut and began making didgeridoos, later participating in two workshops on playing techniques before performing a concert as part of the Adelaide Fringe Festival. The Centre hosted a further three performances as part of the Festival.



Indigenous Services

The demand on services for Aboriginal people continued to be strong. In meeting this challenge, our Indigenous Services staff focused their energies on program services delivered from the inner city during this financial year. Alban Kartinyeri provided leadership in his newly appointed role of Manager of Indigenous Services.

Cultural Affirmation Program

During 2009-10, three camps took place as part of the Cultural Affirmation Program. The women's camp involved Aboriginal women who were associated with BC(SA)'s Inner City Services. The women who participated thoroughly enjoyed the tranquility of the Mylor Campsite which provided a welcome respite from the struggles of daily life. The men's camps took place at Walkers Flat and Salt Creek and featured, amongst other things, a series of workshops on physical, sexual and mental health, relationships and family violence.

Indigenous Children's Program

Karpandi (Kurna for "to support") is an important place for Aboriginal women and children and staff make every effort to assist the needs of people who walk through its doors. In 2009-10, the Indigenous Children's Program (ICP) continued to provide services to Aboriginal women and children who frequent Karpandi. The popularity of the ICP grew during the year, so that a larger bus was required to transport the children on day activities. A visit to the zoo was a first for some of the children and included an unexpectedly close encounter with the giant pandas.

Indigenous Men's Drug & Alcohol Program

The Indigenous Men's Drug & Alcohol Program continued to provide services to Aboriginal men that frequent the inner city. Activities involved individual case

management, facilitating a weekly Aboriginal men's group meeting, cultural camps and working with WestCare staff to source stable accommodation.

This year was exceptionally busy and clients were particularly positive in their feedback on the camps and the weekly group meetings. The last camp saw one participant complete a three day detox and remain drug free for the following three weeks. Every effort was made to involve clients in the organisation of activities which included finding timber to create didgeridoos. A DVD was produced that included interviews with participants.

Staff continued to attend the monthly Inner City Nunga Workers Group meetings to discuss issues relevant to our target group with other key stakeholders. We look forward to undertaking a number of shared activities together in the near future.

Karpandi Elder Women's Program

The Karpandi Elder Women's Program provides a range of culturally appropriate services to Aboriginal women to meet needs associated with independent living. Craft groups located in the WestCare Karpandi Arts Centre continued to be a main feature of the program. The group of mainly Nunga women meet fortnightly and major projects this financial year included painting calico bags with Aboriginal designs and beading. This year also saw staff focus on developing systems and making preparations for the program's appraisal, scheduled to take place next financial year.

Wilkun Tump

This financial year three components formed the Wilkun Tump Indigenous arts program: seven fortnightly ceramics workshops, eight fortnightly craft painting workshops and an artist-in-residence program; the latter engaging renowned Ngarrindjeri artist Jacob Stengle to produce three paintings.

The art produced by Indigenous artists in the WestCare Karpandi Arts Centre included paintings, craft boomerangs and jewellery and was displayed and available for sale during the first WestCare Indigenous Arts Expo held in June 2010. Indigenous artist, Stephanie Gollum, and well known didgeridoo player, Jamie Goldsmith from the Warriparinga Living Kurna Culture Centre also attended the official launch. Two workshops were conducted free of charge to participants.

Refugee Services

BC(SA)'s Refugee Services has continued to grow and diversify over the past 12 months with the commencement of three new programs and the significant growth of another. We now have five staff working across five programs and in the past year have supported over 170 individuals and their families who are new to Australia.

Amani Crime Prevention Program

Thirty two young men with histories of, or at risk of involvement in, criminal activities engaged in the Amani Program, which was designed to improve relationships with police, knowledge of Australian law and general life skills. Highlights included a range of wilderness therapy activities that participants undertook alongside local police officers, a series of cooking workshops run by a local chef and four sexual health workshops administered by Migrant Health. The program received excellent feedback from parents and participating schools and culminated with a tour of the Fort Largs Police Academy where the young men graduated.

Complex Case Support

Through our Complex Case Support Program, BC(SA) provides intensive support to those who face particularly complex barriers to their re-settlement in Australia. Fantastic outcomes included securing long term, safe, affordable and comfortable accommodation for five families.

Fuse Driving Program

Successfully re-funded multiple times, our popular Fuse Driving Program underwent considerable growth over the past year, providing subsidized driving lessons as well as Learner License and Driver Safety and Awareness workshops to 90 new arrivals. Employment and community engagement are vital to successful settlement. The program has changed lives by assisting people to overcome significant barriers to obtaining their licenses, thereby accessing increased freedom, employment prospects, and the ability to access services and engage more fully in community life.

Imagine the Future

Launched in January 2010, Imagine the Future is an innovative new program providing case management and adventure therapy for groups of young people from African backgrounds who are involved in, or at risk of being involved in, criminal activity. A Sudanese youth worker provides vital support and acts as a bridge between young people, their families, schools and the criminal justice system. With the support of BC(SA)'s Adventure Services team, young people were taken into the outdoors to explore important issues such as identity, culture, authority and violence. During this reporting period the program ran five one-day programs and two camps with activities including, but not limited to, art therapy, kayaking and a high ropes challenge course.

Western Adelaide Transitions

The Western Adelaide Transitions (WAT) program kicked off in January 2010 after an urgent need was identified to support young people from refugee backgrounds who were severely disengaged from mainstream school. WAT offers flexible learning options for 12 – 20 year olds, three days per week, including literacy, numeracy and life skills training. Through the support of a teacher and youth worker, teenagers were engaged in learning for the first time in years and

many of them learned to read and write for the first time.

YouthCare

Through our services to the homeless and those who are under the Guardianship of the Minister, BC(SA) YouthCare supports young people and children who are unable to live with their families. Our flexible residential housing options continue to provide a safe home-like environment where children and young people are nurtured, supported and encouraged to achieve important developmental milestones and reach their full potential.

During 2009-10 significant changes took place within our YouthCare portfolio with the closure of our Youth Pathways program and the introduction of exciting new education support services for youths who are severely disengaged from education. BC(SA) successfully tendered to provide the brand new program, Youth Connections, in the Northern Adelaide region and in the Eyre & Western regions. With the expansion of new State Government education initiatives, we have also continued services in partnership with local schools through ICAN (Innovative Community Action Networks). A number of creative and flexible programs have been developed as we endeavour to re-engage young students with education and learning.

CrossRoads, Outreach and Student Accommodation & Support House (SASH)

This year was a particularly eventful one for our National Affordable Housing Agreement (NAHA) services (CrossRoads, Outreach and SASH) as we prepared to re-tender. In order to be considered to continue providing homelessness services in the inner south post July 2010, BC(SA) needed to meet Service Excellence Framework (SEF) accreditation standards. At the beginning of 2010, after much hard work and commitment from all levels of staff, we were informed that this was achieved.

Following receipt of accreditation, a working group was convened for the duration of 2010 to work towards our tender for inner southern youth homelessness services. Despite the extra work load and the insecurity and anxiety of the reporting period, we are thrilled to report that our efforts were rewarded with a winning tender.

At the same time our NAHA services continued to provide services to homeless youths. Youth workers journeyed alongside individuals, assisting them to gain the life skills necessary to live independently and to set and achieve clear personal goals. CrossRoads, our 24 hour emergency accommodation service for youths in crisis, supported 59 young people in the past year, while SASH once again received vital financial support from Ansva, allowing the service to continue. In 2009-10 SASH supported a high number of young people with refugee backgrounds to access secondary education. Our Outreach Program, which provides support, counselling, advocacy and accommodation to 12-25 year olds, relocated in March 2010, providing the team with more space to further connect with clients.

Innovative Community Action Networks (ICAN)

ICAN is a new initiative of the State Government that has provided YouthCare with the opportunity to continue the valuable work that BC(SA) has been doing in schools for the past 5 years. Students in ICAN receive a Flexible Learning Option (FLO) through their enrolled school. This allows them to access a case manager and alternative learning programs which are individually tailored to meet their education needs. In meeting the unique needs of students within the North East region of Adelaide, and assisting them to remain engaged in mainstream education, the ICAN team has developed innovative life skills programs and piloted these in partnership with the local Councils. These support services have also moved into primary schools, offering support to young people in years six and seven. This support



is focused on ensuring that young students and their families remain connected to education and participate in a positive and active transition into high school. To date, YouthCare has worked with 50 young people through ICAN, achieving some outstanding results with young people who are significantly marginalised.

X-Alt

Our X-Alt program focuses on providing a highly personalised service for young people aged 12-18. In achieving this, we remain committed to providing homes, not houses, and engaging highly skilled and qualified staff to enhance young people's social, cognitive, emotional and physical well-being. This year X-Alt provided 11 packages of care, with two of the young people successfully transitioning into independent housing.

X-Cel

X-Cel continues to provide a therapeutic home for a group of siblings all aged less than 10 years old. This year BC(SA) focused on developing strong networks and working in partnership with a range of key agencies to achieve the stabilisation of the young family. Staff have been up-skilled in response to the ever changing needs of the children and we are delighted to report that the young people have responded to the nurturing home environment, reached all developmental milestones and continue to build strong bonds with their carers.

X-Streams

X-Stream is a therapeutic residential care service that caters for youths aged 14-17 who are under the Guardianship of the Minister. There are two models within the program; a 24/7 accommodation service staffed by support workers and case workers which stabilises and transitions up to four young women at any one time, and a foster care model for young men. Over the last 12 months X-streams has sought to consolidate the program by further strengthening the support teams and implementing best practice systems. Support workers have undertaken extensive training and the introduction of a new supervision tool, *Care and Support*, is continuing to empower staff to develop themselves professionally.

This year, X-Streams has been able to set up a hard arts space and two sustainable gardens as part of our popular Art Therapy program. We have been extremely proud of the successes of this program which this year has included growing vegetables and herbs, building tables, pottery and other creative activities. Research shows that young people who produce products for a purpose are more able to engage with their education, case workers and programs which address barriers. It has certainly been the case with our young people, with the majority fully engaging in their chosen area of creative arts and enjoying putting their own innovative ideas into practice. We look forward to what the coming year may bring and believe there are many more exciting initiatives to come.

Youth Connections

Based in the Northern Adelaide and Eyre and Western regions, Youth Connections provided support to young people aged 13-19 who have disengaged from education, training and the community. These young people require intensive support to overcome multiple personal and educational barriers that are impacting on their re-engagement with, and successful completion of, SACE or other education courses. By facilitating

participation in community learning programs and providing case management support, Youth Connections often provides the crucial first step back into education for these young people.

Achievements have been numerous but, most significantly, BC(SA) has established an innovative, flexible learning space called *TRAX*, which has been offered twice a week in partnership with a local youth centre in Salisbury. *TRAX* enables youths to access a learning space which has been tailored to meet their needs and where they can begin to learn the social and behavioural skills needed to transition into education and training programs.



Youth Pathways

In December 2009 our Youth Pathways program closed on a positive note after four years of operations. Over the course of the contract more than 1000 young people were supported in the North Eastern Adelaide Region to remain connected to mainstream education or to transition into alternative education and/or training. The program operated mainly from within the school setting and provided a mixture of one-on-one support, group programs and workshops focusing on social and life skills. Congratulations to the Youth Pathways team in successfully closing the program with some outstanding results.

EMPLOYMENT SERVICES



BC(SA)'s Employment Services commenced in July 2009 following a successful tender in the Job Services Australia contract process. BC(SA) was comparatively successful in a significant reorganisation of the Federal Government employment support programs, achieving five of the seven contracts tendered for. In particular, BC(SA) Employment Services provides a specialist service for youth, people with disability (mental health), Indigenous and people at risk of or experiencing homelessness. Since its commencement, BC(SA) Employment Services has struggled with many external and internal challenges to its success, however since January 2010, the new management team have seen some success in the difficult task of re-orienting the Service. In May 2010, the Board approved a restructuring of BC(SA) Employment Services. One of the early problems which arose was that the contract required many more sites to be opened than originally modelled. This imposed increased overheads in both fixed costs and management oversight. A critical decision was made to reduce the scale of the program by exiting the Southern Adelaide and Eastern Adelaide Employment Services Areas.

Significant achievements in the implementation of a restructured model of service provision include:

- increased focus on employment consultants and a reduction in administration
- increased focus on business development
- better utilisation of the Employment Pathway Fund
- improvement in our ability to measure outcomes

The achievements listed above will contribute to an improvement in both financial and performance KPIs for 2010/2011. The new service has also provided BC(SA) with an opportunity to broaden its geographical footprint with service provision to among the most disadvantaged job seekers. New offices have been established in Ceduna, Roxby Downs, Port Augusta, Salisbury, Elizabeth and Smithfield. The Service has also enabled effective co-location arrangements with existing BC(SA) community services in Port Lincoln and at Wynn Vale.

The challenges of the past year have provided a significant learning curve for staff and management who are all to be commended for their patience and hard work throughout this time. We look forward to harnessing the many opportunities presented by the restructured service.



RESIDENTIAL AGED CARE

It has been an eventful year in Residential Aged Care. In October 2009 Stage 2 of the Playford Village building project at Davoren Park was completed, increasing the licensed bed number from 60 high care beds to 110 ageing in place beds. This number incorporates beds previously located at Illoura Hostel, Norwood. The majority of Illoura's residents took up the option to relocate to the new Davoren Park site in early November. After 60 years of residential care provided from our Norwood facility, its closure marked the end of an era. However features such as large resident rooms, extensive courtyards, halls and cafés and electronic support for falls prevention has meant that the new modern facility has been well received by incoming residents. An application has been made for a further 15 bed licences to enable an additional wing built as part of Stage 2 to be opened to residents in the future.



Aldis Nursing Home and Allan Tinsley Hostel in Morphett Vale continue to provide care and support to residents; catering to the higher care needs of new residents onsite. Both sites have undertaken pilot programs in oral and dental care and palliative care, which has provided training opportunities for staff and enhanced the care provided to residents. Whilst some modifications have been made to the site to meet new fire regulations, the home-like layout of the facility has been maintained.



The announcement of the proposed sale of our BC(SA) Residential Aged Care facilities, including the Aldis Nursing Home, Allan Tinsley Hostel and Playford Village was made in March 2010. This set the scene for a busy end to the financial year as preparations for the sale process were undertaken. The transition has been well received and every effort has been made to ensure that stakeholders have been kept informed and reassured. As we contemplate BC(SA)'s imminent departure from Residential Aged Care, we can reflect with satisfaction on our proud heritage in the sector.

We will continue in the provision of aged care services, however, through the establishment and provision of Community Aged Care services. Initially these services will include Chaplaincy and an Advisory Service and will expand into other areas over time.

Behind every worker engaged in frontline service delivery to older people and people who are marginalised is a dedicated team of support staff who fulfil their ministry behind the scenes. This year has seen some milestones achieved within BC(SA) Corporate Services, including the sale of the Illoura property at Norwood and the purchase of land in Wayville for the development of a Services Hub building. The investigation into, and implementation of, new Human Resources/Payroll and Finance systems to streamline efficiencies has also been significant.

Human Resources and Payroll

Following the amalgamation of SA Baptist Homes for Aged Inc and Baptist Community Services (SA) Inc, considerable work has been put into revisiting the majority of our Human Resources' policies and procedures. The introduction of the Modern Awards and major legislative changes to recruitment processes and Occupational Health Safety & Workplace regulations has meant the last 12 months have been extremely busy for our HR department.

The development of new appointment letters for potential employees to meet the requirements of Fair Work Australia has been a key activity for our HR and Payroll groups. Additionally, the introduction and implementation of a new electronic payroll and human resources system has enhanced many functions within these respective areas.

Information Systems

The Information Systems Group has continued to play a significant role in supporting BC(SA) to achieve its goals by developing and delivering useful, reliable, and effective Information Systems. Recently introduced features include the first version of an internally developed Client Database (the culmination of two years work) and the second version of our Intranet, known as the Portal, incorporating social networking. Also introduced was an internal search function

based on Google technology. Behind the scenes changes to improve reliability include a new system to monitor servers and networks which has enabled our technicians to be more proactive in addressing problems. All major sites were connected via a private IP Wide Area Network for the first time enabling new features such as automated off site network backup. Together, the last year has seen the continued rapid adoption of new systems in the organisation towards the common goal of extending ministry and supporting our clients.

Promotions and Fundraising

Promotions and Fundraising has worked to develop and monitor the promotion of BC(SA) and identify opportunities to increase funding streams for the organisation. Engagement with our churches has been and will continue to be a significant goal of this group.

Highlights during the past financial year include the 2009 Celebration and Thanksgiving Service held at Rostrevor Baptist. This was a great opportunity to thank God for his provision, showcase our programmes, and acknowledge the outstanding commitment of our staff and volunteers. Our Calendar continues to be well received and is an excellent promotional tool. The BC(SA) Board has been working on the establishment of a Foundation which will facilitate the management of bequests and larger donations; we look forward to launching this Foundation in the coming year.

We thank all our donors and supporters for their ongoing partnership with BC(SA).

Property and Assets

This financial year our Property and Asset division has seen important changes to the assets we manage, particularly within the Aged Care stream. These included the property sale of the Illoura Nursing Home at Norwood and completing the construction of Stage 2 of the Playford Village at Davoren Park, necessitating the purchase of new supplies and furnishings,

the relocation of staff, equipment and services and the transfer of residents from Illoura to Playford. Maintaining our compliance with fire safety and the State Government's recent introduction of The Public and Environmental Health (Legionella) Regulations also impacted on operating costs and resources during the past year.

We commenced concentrating energies and resources on other BC(SA) properties in addition to maintaining our Aged Care Facilities. We have set in place systems reinforcing our primary role of ensuring that sites conform to legislative codes, that we meet needs within the scope of a safe working environment, and that we maintain a safe and reasonable level of comfort for both our staff and clients. Further, we have commenced the development of Strategic Capital Development plans for both the Mylor and WestCare properties.

Quality and Risk

Significant progress in the development of the new Quality and Risk program has been made. The BC(SA) Quality and Risk Committee was established in October 2009 and provided final approval for the program's structure in February 2010.

Once again there was a strong focus on accreditation with the successful achievement of the Service Excellence Program - Certificate Level, within BC(SA)'s National Affordable Homelessness Agreement (NAHA) services in December 2009, and also the commencement of work towards Home And Community Care (HACC) Accreditation and Disability Service Standards Accreditation. We are pleased to report that there were no areas of non-compliance reported in Residential Aged Care.

Extensive work was also undertaken to establish a new quality framework, including an organisation wide involvement and feedback system, and we look forward to the implementation of this important project in the near future.

Research and Business Development Unit

The Research and Business Development Unit (RBDU) ensures competitiveness in attracting and retaining funding and increases organisational and program capacity to develop and respond to opportunities which meet community needs. Key activities have included: applications for funding, the establishment of the Client Satisfaction Project, supporting staff to undertake and publish research, and the implementation of the Co-morbidity Service Improvement project.

The funding landscape continues to be characterised by: increasing regulation; rationalisation of the number of providers; increasing requests for tender based on a fee for service arrangement; a greater focus on evidence based practice; and short time frames between notification of a successful tender and roll out. Working closely with Executive and the Planning and Development Board Sub-Committee, our intention is not to chase every funding opportunity. The question we ask ourselves is ... "Should we engage in this opportunity?" and "Why?"

Key achievements for 2009/2010 include:

- In December 2009, the RBDU was described in the Service Excellence Framework accreditation as "leading practice."
- Overall, the success rate for funding submissions was 49% (6% pending). The total contract value for successful submissions in 2009/2010 was around \$6M. Success rates remained consistent between the financial years 2008/2009 and 2009/2010; with the number of submissions also remaining constant. However, there was a decrease in the number of applications submitted in the \$10 000 to \$50 000 range.
- The Co-morbidity Service Improvement project significantly enhanced organisational capacity in the areas of policy, data collection, clinical supervision and training.

It is pleasing to be able to report that Baptist Care (SA) Inc has reported a surplus for the financial year ended 30 June 2010, largely attributable to the sale of property at Norwood and an increase in its net asset position. Operationally, the organisation recorded a deficit of \$95,237 as a result of major operating pressures in key areas of the organisation.

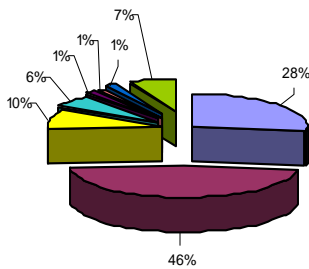
Construction of Stage 2 of the Playford Village in Davoren Park was completed in October 2009 and residents transferred from Norwood in early November. Managing this transition impacted on the revenue generated by Aged Care operations as occupancy at Norwood in the period leading up to the transfer, and also at Playford in the ensuing months, was below capacity but with no commensurate reduction in costs. Occupancy at Playford continued to improve during the latter part of the financial year.

The major financial impact on the organisation during the year was the establishment of the new Employment Services program that commenced on 1 July 2009. The cost of establishing this program exceeded our initial estimates and for the majority of the year the program did not achieve income projections. During the second half of the year a strategy was developed to stabilise this program, including projections that would recover the losses incurred, over the remainder of the contract period.

Within the Community Services area the year saw the conclusion of a number of programs, some of which have been successfully replaced with other funding. The pattern of continuous tendering for new services remains a constant pressure in this area.

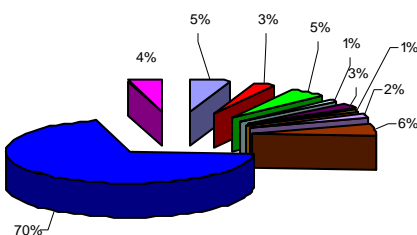
Construction of the high ropes and giant swing was completed at the Mylor campsite and these have become highlights of a visit to the facility.

2009 - 10 INCOME
Total Income \$22,575,973



- Govt. Subsidies - Aged Care
- Grants (Gov. & Non-Govt) - Community Services
- Fees and Rents - Aged Care
- Fees and Rents - Community Services
- Fundraising & Donations
- Interest
- Meals & Catering Receipts
- Sundry Income

2009 - 10 EXPENDITURE
Total Expenditure \$21,752,095



- Administration
- Client Support Services
- Depreciation
- Domestic Expenses
- Food Supplies
- Medical & Therapy Services
- Motor Vehicle Expenses
- Property Expenses
- Salaries, Wages & Related Costs
- Sundry Expenses

In March, after several months of research and appraisal, Technology One was selected as a replacement financial system and PayGlobal as a replacement Human Resources & Payroll system. The last quarter of the year involved significant activity in configuring these systems to our requirements.

Graeme Mulligan
Finance Director

A complete set of financial statements is available on request

During 2009-2010, BC(SA) gratefully received funding or other support from the following:

Australian Government

Attorney-General's Department
Department of Education, Employment and Workplace Relations
Department of the Environment, Water Heritage and the Arts
Department of Families, Housing, Community Services and Indigenous Affairs
Department of Health and Ageing
Department of Immigration and Citizenship

State Government

Adelaide and Mount Lofty Ranges Natural Resources Management Board
Attorney-General's Department
Department of Education and Children's Services
Department for Families and Communities
Department of Further Education, Employment, Science and Technology
Department of Health
Department of Premier and Cabinet
Office of Recreation and Sport

Local Government

Adelaide City Council

Non-Government Agencies

Ansvar Insurance
Bank SA & Staff Charitable Fund
City of Adelaide Lions Club
Morialta Trust
Tear Australia
Trees for Life
Variety, The Children's Charity

Many Loyal Donors and Volunteers

