



CHALLENGE

Community Services



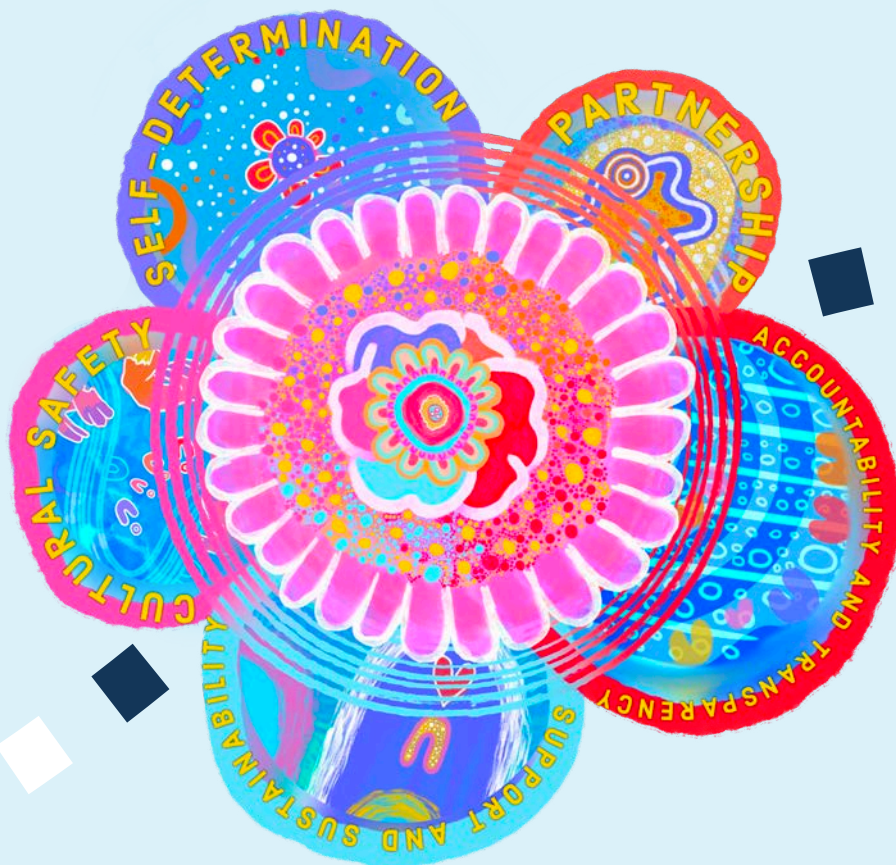
Creating positive
change in our
communities

2022/2023
ANNUAL REPORT

Acknowledgement of Country







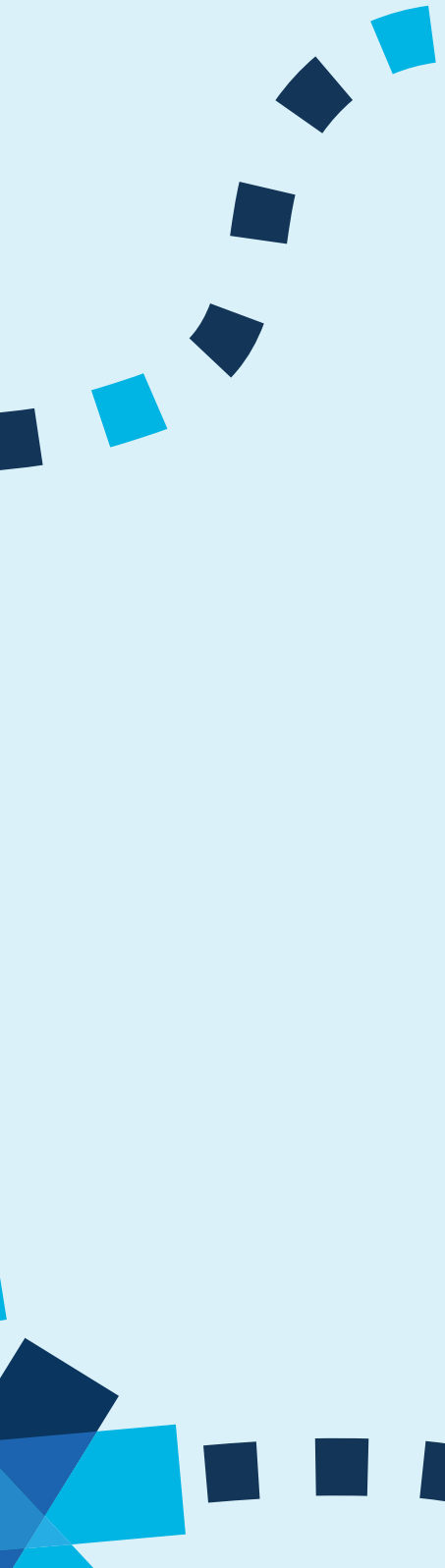
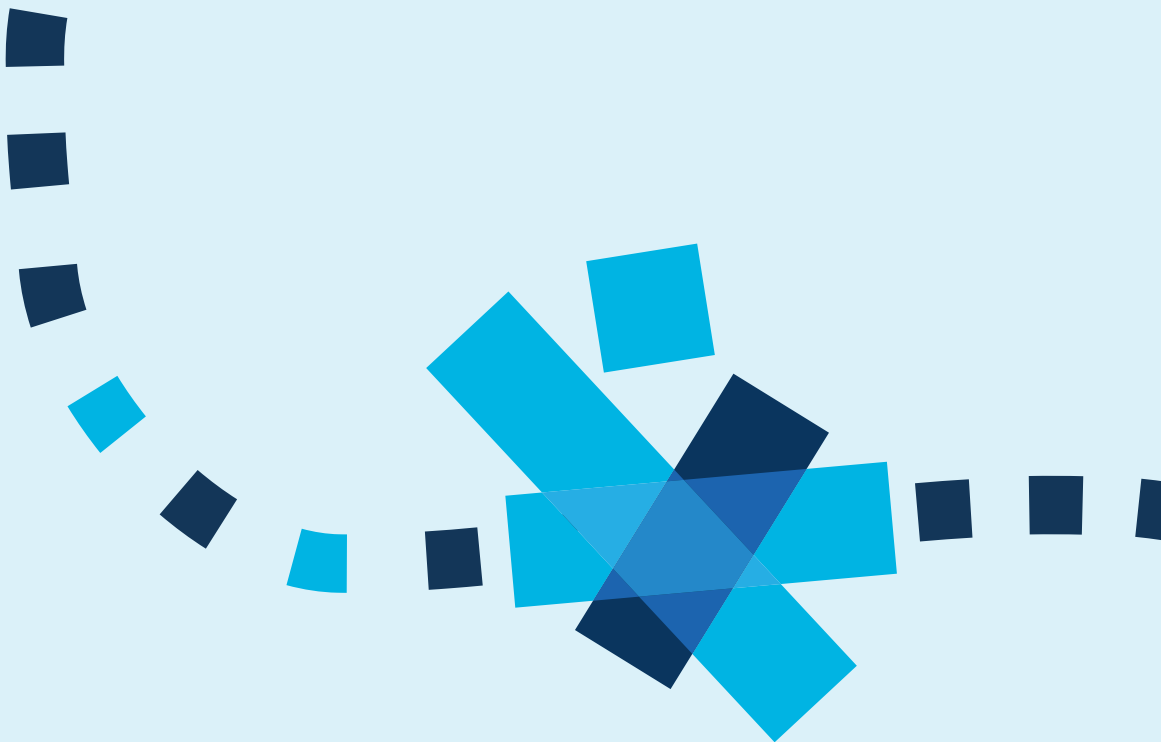
In the spirit of Reconciliation, Challenge Community Services acknowledges Aboriginal and Torres Strait Islander peoples as the traditional custodians of this country, and their connection to land, water and community.

We pay our respects to all First Nations Peoples, their cultures and customs and to Elders past, present and emerging.





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OUR PURPOSE

We care about enriching every interaction, no matter how big or small, to make a positive difference in the lives of all members of our community. We do this because we are passionate about realising the potential of all people that we support.

OUR VALUES



Compassion

We care for people



Collaboration

We come together to achieve our vision



Respect

We accept everybody for who they are



Integrity

We do the right thing



People-focused

We put people first in all we do

Chair Message

As I sit down to write my annual report to members, I reflect on how busy the last twelve months have been, both for the Board and all staff members.

Our CEO, Stephen Doley, returned to Challenge on 29th August 2022. The Board is very pleased with how the executive team and all staff members have worked together collaboratively under Stephen's leadership. He has put a breath of fresh air into our great organisation and has gained the respect of our people.

Challenge has continued to grow and serve our communities to reach a much wider part of the population. To be one of the largest community support services operating in NSW and now expanding into QLD is well beyond the dreams envisaged by a small band of concerned parents 65 years ago. Long may we continue with our Mission and Vision always in focus.



The Board recognises the work of all staff and sincerely thanks you for your contribution.

I personally loved seeing the big grins on the faces of those supported employees involved in making 1,000 wooden crosses that were used in Tamworth for the centenary of Legacy. It's a picture that will be forever etched in my mind.

As a community-minded organisation, we need to continue to adapt our services to meet the changing needs of our clients. A five-year strategic plan has been adopted as our foundation to achieve our goals for positive change in our communities. It's pleasing to see the significant work that's already been undertaken in this space.

As I mentioned last year, with the change in government there have been some revelations of errors in relation to National Disability Insurance Scheme funding. This is putting pressure on the whole Disability sector and we can only hope that those involved are all identified soon.

As a Board we have had an active schedule over the past twelve months. We undertook



training with the Governance Institute of Australia to refresh our knowledge on modern governance essentials.

We have also endorsed the organisation's work on a draft Reconciliation Action Plan prepared by our own First Nations team, the Yindymarra Mawang Committee.

We filled two vacancies on the Board earlier in the year with marketing CEO, Mr Nicholas Hinwood, and former government minister, Mr Kevin Humphries, joining us and immediately making valuable contributions.

Sadly, in June, the long-serving Mr Paul Gruber stepped down from his position on the Board: Paul first joined the Board in November 2001 and has given exemplary service in that time. It is with both sadness and gratitude that we farewell, Paul.

I would like to take this opportunity to sincerely thank all Board members for their commitment to this great organisation that is Challenge Community Services.



I believe that the future of Challenge and its role in serving the community has never been stronger."

Bill Warburton
Chair

CEO Message

I am delighted to present Challenge Community Services' Annual Report for the year 2023. This year has been marked by remarkable growth, transformation, and impact as we continue to evolve and create a lasting difference in the lives of the communities we serve.

At Challenge Community Services, we firmly believe in the power of storytelling as a means to inspire, connect, and convey impact. Through this report, we aim to share the powerful stories of the individuals and families whose lives have been positively impacted by our services, as well as the stories of our dedicated staff and partners who work tirelessly to make these transformations possible.

Our core mission revolves around empowering individuals to achieve their full potential and lead fulfilling lives. As we reflect on the past 12 months, we can see impact in our everyday interactions with our clients.



It is an honour that so many clients choose our services and trust our staff with sharing their journey."

None of our achievements would be possible without the unwavering commitment and dedication of our staff. As an organisation, we recognise that investing in our teams is fundamental to maintaining the high standards of care we provide. Over the past 12 months we have seen our workforce grow rapidly, increased training programs, implemented leadership programs and created space for staff to innovate.



Further, we have been committed to ensuring the roll out of our Therapeutic model CARE has been implemented.

At the beginning of the year, we were excited to unveil our new five-year strategic plan, which charts the course for our organisation's continued impact. The strategy calls out for us to maintain focus on our four core services areas, while ensuring we provide adequate systems and resources for our staff to continue providing great services. The strategy also has a major focus on investing in our staff and the creation of new services and exploring new opportunities. Reflecting on the work underway with implementing our strategy we are already seeing major improvements which are leading to greater impact for our clients.

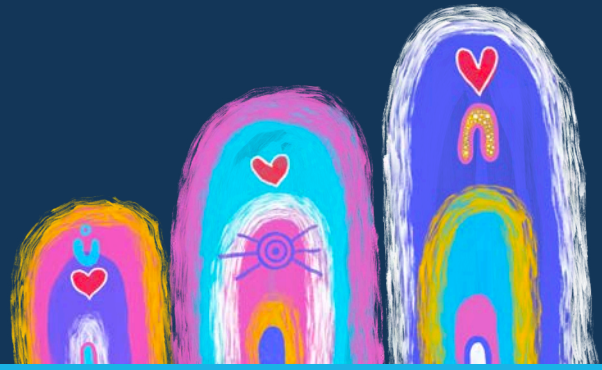
For me, personally, I have thoroughly enjoyed being back at Challenge Community Services. It's wonderful to be a part of an organisation that values its people, is not afraid to try new things and creates space for leaders to step into and innovate. I want to thank the Board for the past 12 months and the Executive team for their fierce commitment to the organisation and the way they have adopted change, collaborated, and shown their collective leadership.

Sincerely,

Stephen Doley

CEO

Our journey of reconciliation continues



Our key achievements include:

- We have increased Identified employment of another two Cultural Consultants within our Foster Care division.
- We have made major steps drafting our first Reconciliation Action Plan with consultation with our internal cultural advisory group, Yindyamarra Mawang. With internal endorsement at Board level we expect delivery late 2023.
- We have increased partnerships and relationships with Aboriginal people and organisations within our communities and committed to the transfer of First Nations children within Foster Care to Aboriginal Community Controlled Organisations (ACCOs).

“We have built strong relationships with Aboriginal language teachers because reviving language for our mobs is important, and our young people are the carriers of this. We are passionate and committed to celebrating our culture”

– Jinnaya Tyson,
Cultural Support Consultant

- We provide an Acknowledgment of Country at all key meetings and events
- We celebrate dates of significance for First Nations peoples both internally, externally and via our digital channels.

“

Knowing that all voices should be heard and that we are only repeating past mistakes through silence and not questioning what is or has been accepted.”

– Janet Turner,
Operations Manager

“

We need to acknowledge historical atrocities, be honest and genuine in our present relationships and commit to working together in the future.”

– Julie May,
State Manager



“

I look forward to continuing to work with our wider teams in the next chapter of our reconciliation journey in the coming year and continuing to build our cultural safety and relationships within our communities.

– Bradley Burns,
Senior Advisor - First Nations



Some of the Start Up Deadly team
Left to right - Renee Smother, Bradley Burns, Jack Crotty, Robin Allport & Melanie Pelaz

Start Up Deadly

Start Up Deadly is an entrepreneurship program for young First Nations people either in or who have been in out of home care, have a disability or struggle to seek mainstream employment opportunities. The program ran from July 2021 to October 2022 and sought to establish new forms of employment options according to strengths, interests and abilities of the young people involved.

Participants overwhelmingly provided positive feedback during program evaluation with the Department of Social Services, and external evaluation partners from the University of Newcastle and Macquarie University. Positive social interactions were palpable characteristics of Start Up Deadly, including the interactions between participants, facilitators and industry mentors.

“This program gave me a place to be heard and listened to. I have been supported from the day I started this program.”

“It’s helped me with commitment and getting more confidence within myself with starting a business and how to follow through.”

“Start up Deadly has also offered me a form of one on one mentoring as I sometimes struggle to communicate with people whom I am not comfortable.”



A Sydney participant with
Program Coordinator Robin Allport

One participant articulated how Start-Up Deadly could help her build a career in the long run.

“Now I have an apprenticeship. It [the Program] cemented the idea that I want to be in hospitality ... It’s a business idea I can open back up when I have the financial means, when I have the life experience, so it’s definitely had a positive impact in terms of I know what I want to do in the future, I’m just taking the steps that I need to take to get there.”



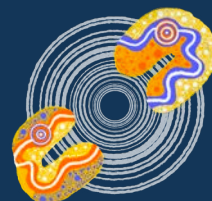
Jack, participant of Start Up Deadly. He created an online gig opportunity through YouTube.

Another participant noted his highlight of the program was when he saw “the look on [his facilitator’s] face at the pitch event. She was shocked at how organised I was. This program has helped me get organised more; generally, I think this helps me in life to get a job.”



Olivia, a Start Up Deadly participant displaying artwork she created for the sale.

In October 2022, Start Up Deadly was nominated for a NSW Youth Action Award in the category of 'Outstanding Work with Aboriginal Young People'. The program went on to win the award at the NSW Youth Action Conference and Awards event in Sydney in November 2022.



We congratulate the participants of the program, thank our mentors that came on board to support our young people and look forward to growing the program further as we seek further funding opportunities. I would also like to give a special thanks to Robin Allport, the Program Coordinator, for the passion and dedication to the program and participants.

Bradley Burns

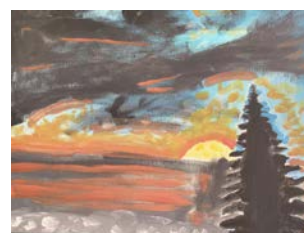
Senior Advisor – First Nations

Celebrating creativity

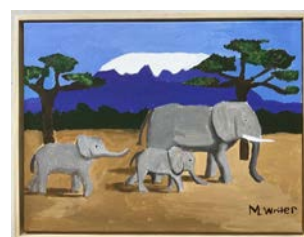
Challenge's Community Art Competition is an annual event in our calendar. Open to people with disability and children and young people in foster care across any service provider, it provides an opportunity to express and showcase their creativity. Commencing in 2008 the original competition was Tamworth-based and now it has expanded to an online platform making it inclusive to a much wider footprint.



Judge's Choice, Disability
Jazmyne Thompson, 0-12 years



Judge's Choice, Foster Care
0-12 years



Judge's Choice, Disability
Marie Writer, 50+ years



People's Choice, Disability
Matthew Hourn
19-50 years



People's Choice, Disability
Zoe King
13-18 years

The 2022 theme 'My Favourite Things' gave entrants inspiration to create artwork about their favourite person, hobby or anything they love or enjoy doing. The creativity the entrants displayed in their submissions made the judging process very difficult. There was a wonderful array of artwork submitted from some very talented people in our communities.

Winners were awarded across five categories for both People's Choice and Judge's Choice.

Disability Services



1,008 participants

Support across **67** accommodation properties and **23** Day Program sites

654 staff

186 SIL participants

433 Day Program participants



Supported Independent Living

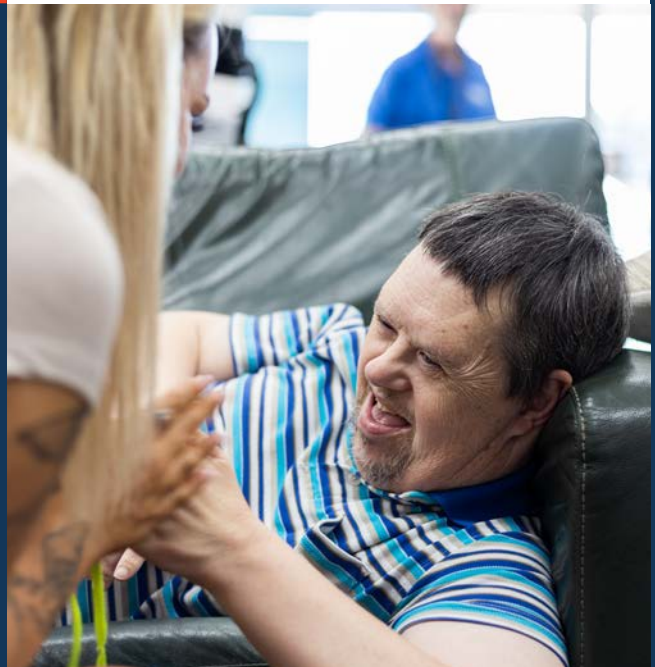
7 in QLD

14 in New England

11 in Western & Central Western NSW

19 in Hunter/Central Coast

16 in Sydney/Illawarra



Day Programs

14 Day Programs in North West NSW

4 Day Programs in Western & Central Western

5 Day Programs in the Hunter

**I CHOOSE
the life I
LOVE**



Meet Bec

Bec has a heart of gold. She loves visitors and welcomes people with open arms into her home. Bec is outgoing and outspoken, never afraid to say what is on her mind. Her kind heart is noticed most when she is caring for and looking out for her housemates.

Blessed with an artistic flare, Bec loves creating art and has many drip painting pieces on display in her home. Bec's love of horses sees her visiting the beautiful horses that live so close to her home often through the week.

What we admire about Bec

We love Bec's honesty, sense of humour and musical appreciation. She is always happy to play music and dance with her housemates, visitors, and support team. Those closest to Bec admire her for the care and support she provides to others both at home and when she is in the community.

I CHOOSE
the life I
LOVE

Meet Tui



Tui is a social butterfly and loves spending time with her friends at home and in the community. Tui loves craft and her favourite hobby is scrapbooking. She has a huge heart and expresses her love and appreciation of people by making or buying them beautiful gifts.



Tui especially loves spending time with her son, and she is always creating something new for him. She loves taking photos of social events, family visits and displays these in special photo frames and albums.

What we admire about Tui

Tui is so thoughtful and giving of her time and finds positivity in every aspect of life. Her love for family is like no other and she will speak of them with such pride when showing friends and visitors photos of her loved ones. Never leaving the house without her gorgeous earrings and bold lip, she takes enormous pride in fashion and flare.

I CHOOSE
the life I
LOVE



Meet Lynne

Lynne is a gentle, caring lady who is often referred to as 'Mum' by her housemates. She enjoys cooking, shopping and having her hair and nails done.

Lynne didn't have a television growing up, so watching her favourite shows is an absolute treat. Mad about dogs and cats, Lynne is a beautiful soul who is so valued by those in her life.

What we admire about Lynne

We admire Lynne's sense of humour and infectious laugh, she is always up for a joke. We also love Lynne's caring and protective nature, she is so respectful of everyone in her life.

I CHOOSE
the life I
LOVE



Meet Michelle

Michelle is a quiet woman who loves craft. She has a particular gift for drawing and is always working on a new project. Michelle loves coffee dates and gardening, recently starting a new garden bed in the backyard, tending to her plants each day.



What we admire about Michelle

Michelle loves to make jokes and is often giggling with her housemates after sharing a pearler.

We truly admire Michelle's motivation to gain and maintain independence both in her home and in the community. Her openness to learn and seek guidance to achieve her goals is motivating to all those around her.



I CHOOSE
the life I
LOVE

Case Study

Welcome to Mulgoa

Our Mulgoa home provides a residence for four clients with high medically complex needs.

Before moving into our Mulgoa home in 2022, three of the four clients had been living with each other for five years and formed a sisterhood. They have their ups and downs, tell each other how it is, call each other out when they don't agree with their actions, and worry when they are ill or staying in hospital. Watching this bond grow over the years has been nothing short of beautiful.

This year we transitioned another lovely client into the Mulgoa home. It was a slow transition and the ladies enjoyed weekly meet and greets prior to the move. The ladies hit it off straight away with similar interests, it was the perfect fit.

Our new resident tells us she now feels like she is home. She feels safe and happy. Our goal for all our clients is for them to feel safe and enjoy living in their home. This goal could not be possible without the staff who have supported these ladies over the years.

I am very proud to lead a team who have our clients at the very centre of their decisions and support each and every day.

When you walk through the door at Mulgoa you receive a warm welcome. Everyone is happy to have a chat and it's amazing to watch the family-like relationship these clients have created.



Tui, Bec and Lynne

Our clients have a voice and make key decisions about the supports they receive and the activities they have planned. The team have built great rapport and care for the ladies, and this support has encouraged them all to strive and achieve their goals.



If you ever get a chance to visit Mulgoa you will feel the happiness that radiates in this home."

Kim Scarone

Accommodation Team Lead



Case Study

Meet Fiona

Fiona moved into her Challenge Supported Independent Living (SIL) Home at Coffs Harbour in October 2022.

Fiona moved into her Challenge Supported Independent Living (SIL) Home at Coffs Harbour in October 2022. Years before Fiona had been a musician performing at large gigs and her band had recorded a CD. Unfortunately, when Fiona's mental health declined all of this became a distant memory and although she arrived with both an acoustic and electric guitar, she rarely played them. In fact, she didn't like going out into the community at all.

Two of Fiona's goals were to get back into music (and longer term possibly performing again) and finding a poetry slam where she could perform poetry. Staff encouraged Fiona to play her music and write poetry. Over time her mental health case worker introduced Fiona to a mental health peer support worker who would come for a weekly jam session at her home. Fiona regained her confidence and plays her CD to staff and visitors and takes her poetry to appointments, sharing her words with anyone who is interested.

With the support of her team, Fiona has found places to share her music, like at open mic nights. One of our support workers also found an opportunity for Fiona to play at the markets. Fiona was very nervous at first, yet with the support of a close friend and her team, her confidence grew as she started singing to the small crowd. She received applause and shared that she was really proud of herself. It was the first time she had performed in over 10 years.



Fiona and friends at Emerald Markets

It wasn't long before Fiona learned about a poetry slam in Bellingen, a larger audience! With a full performers list, Fiona was offered the opportunity to perform. After a few practice performances over Zoom with the organisers, and the support and encouragement of her team, Fiona was ready and excited for the poetry slam.

On the night of the poetry slam, Fiona was excited but nervous. Once she settled in, she confidently became a member of the group of performers. One by one, the performers did a sound check and were given two minutes to perform. Fiona got up in front of a crowd of 200 people, a full marquee and read two poems. She received a roaring applause! To stand up in front of such a large crowd was exciting and showed the true artist she is.

We took a video of Fiona performing and she has sent it to her friends and family and shared with her whole support team.

“It's amazing to watch the transformation that Fiona has made since moving into her new home with the right supports.”

While she still has many bad days with her mental health, let's hope these good days and her strength and confidence continue to grow as she comes to believe in her own abilities.

Liz Jerome
Accommodation Team Lead

Challenge Community Services is part of the **Alliance20** which brings together Australia's largest and most influential disability service providers that can leverage their history, expertise, research and innovation to shape the NDIS.

Alliance20
A BETTER NDIS

Challenge Community Services along with other major providers uses collective scale and diversity to support the growth and reform needed for the NDIS to be a success for people with disability. We do this by providing a strong provider voice, based on the needs and interests of the people we support, to policy makers and government.



Alliance20

98,000+ clients supported

\$4.1 billion in disability funding



Foster Care



**550 Children and
Young People
in our care**



**We support 670
Foster Carers**



Case Study

Taino's* story

Taino is a young Wiradjuri boy who was residing in foster care on the Central Coast with non-Indigenous carers.

The Department of Communities and Justice identified maternal family in Tasmania who were able and willing to care for Taino.

Monique, Manager Case Work worked with Taino's family in Tasmania, and his carers to support Taino to develop this connection with his Mob.

Challenge supported his Aunty, Uncle and Cousins to visit Taino on the Central Coast so they could

“Connecting with culture and family.”



Monique, Manager Case Work

spend time connecting and getting to know each other.

Through a lot of work and perseverance from all involved, Challenge was able to support the transfer of Taino to Tasmania to reside with his Aunty, Uncle and Cousins.

Taino continues to reside happily with his family in Tasmania on their farm, and they provide him with support to stay connected to his mother and father and extended family on the Central Coast.

His Aunty recently shared that 'It's like he has been here all along, he just fits as part of the family.'

* name has been changed

Case Study

Meet Aria*

Aria is a proud Kamilaroi child who is supported and loved in her placement, with non-Indigenous carers.

Aria is a proud Kamilaroi child who is supported and loved in her placement, with non-Indigenous carers.

Aria and her case worker Jade have struck up a bond and connection this year through their common Aboriginal identity.

Through Jade's relationships-based approach with Aria, her carers, and natural family, Jade has had the honour of being invited on Country to participate in the development of



Stock image used

Aria's Cultural Support Plan, Family Finding and Family Tree work.

Aria's carers developed a Cultural Support Plan with pictures and interesting information about Aria and her culture. This amazing plan is full of colour with so many photos of family and fun things Aria has experienced.

We are very proud of Jade and Aria's carers in supporting and being so creative in the ways they connect, collaborate, and bring home the importance of Aria's identity as a proud Kamilaroi girl.

The connection between Aria's carers and her natural family is so genuine.

** name has been changed*

“

Aria's maternal grandma refers to Aria's carers as they're just like family.”

Case Study

Meet Jacob*

Over the past two years, Dubbo caseworker Aiden has worked tirelessly to connect Jacob with his family living in Tasmania.



Photo for illustration purposes only

“My plan is to go home.”

Jacob is currently residing on Wiradjuri land, yet his family still live on Moonbird Country in Launceston where he was born.

Aiden has twice travelled to Launceston with Jacob who is now 16 to connect with his paternal

family for the first time since he entered care in 2006. Jacob has enjoyed the opportunity to make memories with his dad and meet siblings, grandparents and extended family. This experience has been life changing for everyone. With leaving care planning now well under way Jacob has expressed his desire and plan to go 'home'.

Aiden is now working to make this happen for him.

** name has been changed*

Case Study

Meet Chappy*

Chappy recently returned to his mother and father's care under a Restoration Plan.

Chappy was in a kinship placement with his grandmother. She was very proactive with family time and would drive from Port Macquarie to Gosford (3.5 hours) and Chappy's parents would drive up to Port Macquarie at times. Once the Restoration process had begun, Challenge would assist Chappy's parents with fuel vouchers to assist with travel costs. Chappy's caseworker used a relationship-based approach to prepare Chappy's parents for his return to the family home and through family involvement from all parties, Chappy has successfully returned home. Chappy and his family have the support of Challenge for the next 12 months due to a supervision order through the court.

Chappy's mother recently reported that "having Chappy at home has changed my entire life." She now has all three of her children at home. She can celebrate all their birthdays and she "loved Mother's Day this year". For a young boy who



Photo for illustration purposes only

just wanted to go home, Chappy was very patient with the process. He has been full of smiles at every home visit. His caseworker has reported he is living a full life and plays rugby league, swims and has settled nicely at school.

The casework manager was full of praise for his caseworker as she "went the extra mile, as she always does". His caseworker reported it was a joy to deal with all the family and DCJ. Chappy's caseworker reported "This is what our role is really about. While it is tough at times, it's times like these that make it all worth it." Chappy is happy to see his caseworker every month and they have built a special bond. Chappy has reported that

* name has been changed

“

This is what I have always wanted. I liked living with my grandmother, but this is my home, with mum and dad.”

Case Study

Connections to family and Country

Our Maitland Casework team undertook family finding work for a sibling group and uncovered connections with family members living in the Northern Territory and Tiwi Islands.

The significance of supporting the siblings to return to Country to connect with their family was a priority for our team. Following some planning and brief consultation with colleagues at DCJ, we arranged and travelled with the siblings and their mother to Darwin, with the simple objective of having the siblings re-connect with family and the land where they were born.

The trip had many highlights, and deep and meaningful moments for all involved. One particular day we all travelled to the Tiwi Islands. Mum took everyone down to the beach to fish and taught the kids how to find 'long-bums', also known as Mud Whelks, which are conical shaped shells found in the Northern Territory, with edible snails inside.

Following fishing, everyone headed to the local museum. Whilst there a woman who works at the museum shared that someone known as



Sister Anne would love to meet with Mum and the kids. She invited everyone over to her house which was next to the museum. Sister Anne was a teacher for all the kids on Tiwi Island. It was quite the revelation when Sister Anne remembered Mum from when she arrived on Tiwi Islands as a baby!

Sister Anne shared many stories that hadn't been shared before. Mum and the siblings can now share these stories and pass them on.

By being able to support connection with family and Country we've been able to capture Sister Anne's knowledge for our family. It's a true reminder of the positive impact we can have when we work collaboratively to bring people together and encourage knowledge sharing.



This isn't work, this is someone's life."

Allied Health

Support to reach
your full potential



30 Allied Health
team members

7 locations in
NSW and QLD



718 active clients

618 referrals

11,465 hours of
support



Case Study

Meet Georgina & Penny*

Georgina is a social worker who recently worked with a young girl who has experienced an upheaval in her foster care placement.

It's not easy trying to find carers and for the past six weeks, young Penny has been staying with two different carers while the team try and work out a future placement. Penny has admitted that at times she worries about where she will go. However, she is very positive about herself and even during more difficult times, is always happy to talk about her concern for the environment and her hopes of being an advocate who protects the environment and animals. She is also passionate about singing in the school choir and described how she was able to sing to a public audience recently while placed in the front row where she would stand out. A few weeks ago, when Georgina



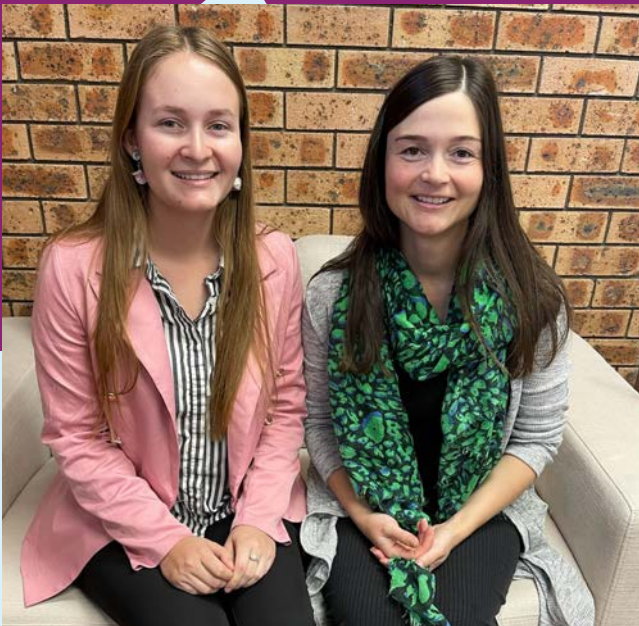
Photo for illustration purposes only

arrived for their counselling session, Penny was excited when she announced that she had a surprise for her. When they sat down, she presented Georgina with a picture she had coloured in. Her support worker had told Georgina later in the day, that Penny had discussed her surprise for her with the support worker beforehand, and how happy she was on the day she gave it to Georgina. Of course, Georgina was really touched – and who wouldn't be? It occurred to her that Penny was finding joy in giving to others at a time of incredible upheaval in her own young life. She had masterminded her own therapy. Georgina is truly humbled by her gift which now sits on the wall of the Allied Health office.

* name has been changed



What a star Penny is for sharing her story!"



Kyah Williams and Jenna Bastian, Social Workers

“

In Allied Health, we place strong emphasis on Challenge's core values and these are strongly aligned with our workplace culture: Around here... people are treated with kindness and care. When someone is having a hard time... we come together as a team to provide support, debrief and problem solve. When decisions are made consideration of people (e.g., colleagues, clients, families and support networks) is paramount.”

– Jenna & Kyah
Social Workers

We come together as a team to provide support

“

A strength in Challenge Allied Health is our inter- personal relations which allow us to draw upon a diverse range of knowledge bases and experiences to take a truly holistic approach to supporting the people we work with.”

– Oliver
Social Worker

Client appreciation

A client's mother from the Camden site recently nominated Challenge Community Services in the Sydney Disability Awards 2023 for outstanding Supported Independent Living (SIL) accommodation and behaviour support services. The client's mother has described her experience with Challenge Community Services as “outstanding, and I cannot speak highly enough of the caring, compassionate, and client-centred team working with my son. His progress over the past 12 months has exceeded all my expectations as he continues to develop his social-emotional skills and activities of daily living.”

Collaborating with our clients is key

Julie is a foster carer for children living in out of home care in Tamworth and has worked closely with Danielle in the Allied Health team to support her foster daughter for the past five years.

Julie says: “Danielle makes me feel calm and I feel comfortable talking to her. Danielle listens to what I am saying, and we work together to help my foster daughter. Danielle is thorough and my daughter likes her, which makes it easier to work with her too. Danielle always takes the time to explain what is going on and what my foster care daughter's diagnoses are and how to manage her behaviours in relation to her diagnoses.”

Business Services

Inclusive workplaces that support teamwork and strengthen independence



70 Supported Employees across 6 sites in NSW



4,459 tonnes recycled at Tamworth Recycling

482,547 documents processed at Secure Scanning

200 lawn contracts with Challenge Work Crew

15 commercial cleaning contracts with Challenge Work Crew

20.5 tonnes diverted from landfill at Waste No More

2,225 tonnes recycled at Narrabri Recycling

47,976 timber products manufactured at Koora Industries

877 hours of lawn maintenance from Koora Industries

Supporting employment with 30 years of recycling

Challenge Community Services celebrated a milestone of 30 years of the Recycling Tamworth operation at the Forest Road site on 3 November 2022. With recent changes and the sale of the site to the Tamworth Regional Council it was a great opportunity to thank our team who have contributed to the success of the site over those years.

The supported employment team celebrated with a pizza lunch and cake. Current team members as well as former employees, managers, several Challenge board members and staff came along to spend some time reminiscing.

The site had grown from a small material recovery facility (MRF) when Challenge first moved in. After several major expansions over the years, the site then housed two MRF's and acquired more key equipment to assist the Recycling team to process recycling for a large regional council. The number of staff and employees had grown over the 30 years with 35 employees and six staff being employed at the facility.



New opportunities for supported employment

With the sale and relocation of our Tamworth Recycling operations from the Forest Road site to a temporary location in Wirraway Street there's opportunity to re-establish ourselves in the Tamworth Community as a ready workforce. We have commenced a number of new ventures and used these opportunities to retrain our teams into different jobs and tasks. One of these opportunities is the support for the 100 years Centenary of Legacy in Australia. Our teams made 1,000 timber crosses to display at the Pool of Reflection in Tamworth's Bicentennial Park to coincide with the Legacy Torch Relay from France in July.



Challenge CEO, Stephen Doley placing a cross at Bicentennial Park Tamworth

Our teams cut, sanded and painted the timber for display at the Park. We also attached ceramic poppies made by local artisans and family name plates. Our work was recognised by Tamworth Legacy and the Member for Tamworth, Kevin Anderson MP, at a morning tea. Our CEO, Stephen Doley was proud to take part in the official opening of the Pool of Reflection by placing a cross acknowledging the bravery and sacrifice of our war veterans and their families.



The Tamworth Recycling team with Kevin Anderson MP and Greg Roese from Tamworth Legacy

Our People



1,011 staff

70 supported employees

Across NSW and SE QLD



8% reduction in staff turnover



40 leaders have completed or are completing Leda leadership development program



Tony and Brooke, Newcastle Pride Fair



170 team members have come together to work on our culture, values and Unwritten Ground Rules (UGRs©)

Grants and sponsorships help our communities to flourish

Several large NSW State Government grants were awarded to Challenge Community Services this year. The funds being instrumental to upgrade sites and purchase goods and equipment to benefit our disability clients.



Quirindi Day Program Site, Stuart Street



\$140,000 Stronger Country Communities Grant

Will enable the construction and upgrade of tools and equipment for a refurbished 'mens shed' for Patterson St, Tamworth. Ongoing benefits to clients include improving building project skills and supporting their independence. The shed will also enable future collaborative projects with Challenge's Business Services division, as well as local stakeholders and community groups.



\$45,000 Club Grants Category 3 Infrastructure Grant

Will refresh the Quirindi Day Program site with a complete interior repaint, updated bathrooms, new flooring and a purpose-built Indigenous art piece sourced from a local Aboriginal artist.



\$50,000 Northern Rivers Commercial Property – Return to Business Grant

Enabled the Challenge Foster Care office in Ballina to re-establish itself after the floods. This NSW State Government grant was made available for all organisations and communities impacted in the Northern River floods and helped with reimbursement costs for the replacement of damaged furniture or equipment due to the floods, as well as to help offset any community contributions and support packages given, such as food or supply packages.



\$7,500 West Tamworth Leagues Club Grant

Enabled the purchase of additional lawn maintenance equipment for our supported employees who are part of our lawn and garden maintenance crews in Tamworth.

Everything is
possible with the
support of our
communities



\$4,500 Nutrien Ag Solutions Community Grants Program (FRRR)

Will enable the development a Zen Sensory Garden at Connexions Day Program, Patterson Street, Tamworth. The purpose built space will offer solace and relaxation for Disability Services clients. Construction is underway.



\$4,000 Australian Rail Track Corporation Inland Rail Sponsorships and Donations Program

Enabled the development of an outside BBQ area for a Disability Services group home in Warialda.



\$1,200 Orange City Council Grant

Enabled the purchase of fitness equipment and helped with the construction of a new Veggie patch for Challenge's Day Program facility at Diamond Drive, Orange. The grant will help provide meaningful and supportive spaces for clients to enjoy and support their mental and physical health, as well as their wellbeing.



Tamworth garden and lawn maintenance crews benefit from a new lawn mower purchased through a Club Grant from West Tamworth Leagues Club

Challenge Community Services Disability Swimming Carnival

Club Gunnedah provided cash sponsorship that contributed to the return of this annual event that saw disability service providers from across the New England region come together to celebrate some healthy competition. Local sponsors Woolworths, PCYC and H&M Refrigeration were also instrumental on the day.

Child car seat recycling

Challenge Community Services was successful in a tender to trial car seat recycling through SeatCare. Supported employees across five sites participated in the initiative. This was the second time that Challenge Community Services have participated in this type of project.



Councillor Colleen Fuller (second from right) with Challenge's Patterson Street site, overall winners of the Disability Swimming Carnival



Kevin Anderson MP (left) with Stephen Doley, CEO, Challenge Community Services at the launch of the new Men's Shed at Patterson Street, Tamworth





Our Board

- **Bill Warburton OAM**
Chair of the Board, Chair of the Finance Committee
- **Paul Gruber**
Deputy Chair (retired 8 June 2023)
- **Ted Wilkinson**
Director
- **Kevin Kelly AM**
Director, Lifetime member
- **Louise Matthews**
Director, Member of the Governance Committee
- **Chris Durkin**
Director
- **John Glynn**
Director, Chair of the Governance Committee
- **Dr Stephen Howle OAM**
Director
- **Kevin Humphries**
Director (appointed 27 April 2023)
- **Nicholas Hinwood**
Director (appointed 30 May 2023)

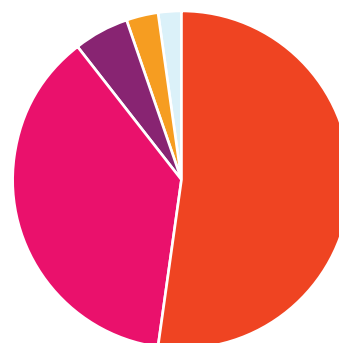
Caroline Coupland is the Company Secretary (appointed 25 August 2022).

Financials

Audited Financial Statements for the year ending 30 June 2023

2-year summary \$'000	2022-2023 \$'000	2021-2022 \$'000
Revenue & Expenditure		
Total Revenue	117,035,182	107,022,660
Total Expenditure	115,312,000	101,375,469
Operating (Deficit)/Surplus	1,723,182	5,647,191
Assets & Liabilities		
Total Assets	53,044,809	45,859,942
Total Liabilities	19,330,696	19,516,202
Net Assets	33,714,113	26,343,740
Cash Balance		
Cash & cash equivalents at 30 June	15,481,048	12,928,770

Services	Program funding 22-23
Disability Services	52.1%
Foster Care	37.1%
Allied Health	5.3%
Business Services	3.4%
Other income	2.1%
TOTAL	\$117 Million



The 2022/23 financial year was a year of solid growth for the organisation. Total revenue for the year increased from \$107m to \$117m representing an increase of 9.1%. Staff and employment costs accounted for 65.3% of total expenditure (66.6% - 2022), and direct out of home care expenses accounting for another 17.5%. Funding streams from both Federal and State Governments have continued. We are grateful for the support we receive from them and from the local councils in which we provide services.

Assurance and Risk

PKF was again our auditor for the 2022/23 Financial Year, and we value their independent assessment of our internal financial controls and were pleased that they have again issued an unqualified audit opinion on the organisation's financial statements.

Thank you to all our partners and those who have provided donations, resources or in kind support this year.

We acknowledge that there are many organisations that we collaborate with daily to make a difference in our communities. We thank each of you.





CHALLENGE
Community Services

Challenge Community Services

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