



Strengthening Community

Business Profile

Introduction

Community Services Tablelands (CST) is a non-political and non-sectarian community based not-for-profit organisation, incorporated under the Associations Incorporation Act and registered as a charity under the Australian Charities and Not-for-profits Commission Act 2012.

CST is registered as a Public Benevolent Institution and has Deductible Gift Recipient status.

CST's strategic direction is set by the Board of Management (Board) which monitors the operations on a monthly basis. All members of the BoM are volunteers who give their time and expertise to ensure the successful operation of the organisation.

CST seeks and receives funding from the Commonwealth and Queensland State agencies as well as Local Government through grants submissions to enable it to provide services to the community in accordance with our objectives.

CST is sustained by our committed members and through support from community businesses and individuals who generously give donations of either time, as in

volunteering, money and assets such as our community bus and in-kind support of goods or services.

Aim

Under the CST constitution, our objectives are to:

- Relieve poverty, sickness, suffering, distress, misfortune, disability, and helplessness on a non-discriminatory basis.
- Provide a welcoming experience with mutual respect for our clients and staff whilst preserving the dignity, self-respect and independence of all who use the Association's services.
- Encourage the principle of helping people to help themselves.
- Provide practical and material assistance to individuals and families in crisis.
- Build relationships and ties of friendship and support between CST clients and with other members of the local community.
- Act as a referral centre by collecting and disseminating information, directing people to individuals or groups who may assist them.
- Work collaboratively with other service providers and organisations within the community.

- Provide facilities where people can meet and share together public and private issues.
- Develop educational, welfare, cultural and recreational programmes to build capacity within the community.
- Remain informed of the latest research and development to enable the service to be proactive and current.

Business Ethics

CST is committed to the highest standards of integrity, fairness and ethical conduct, in all its business operations including full compliance with all relevant legal requirements.

CST requires that all its board members, officers, managers, employees, volunteers and contractors acting on its behalf meet those same standards of integrity, fairness and ethical behaviour, including compliance with any legal requirement.

Formal declarations and management of conflicts of interest are managed for all board members and staff and are registered in a central register.

Values

Social inclusion - This means that we will treat all people fairly, according to their needs, without prejudice or discrimination and we will work to provide people with the skills, knowledge and tools to enable them to make choices where they can participate fully as equal citizens of their community.

Mutual respect - This means that we will respect the rights and dignity of all people.

Trust - This means we will demonstrate the highest levels of professional integrity; in

particular, we will respect and protect people's confidences and personal information.

Justice - This means we will understand and uphold the law and seek to advocate for justice on behalf of our customers.

Community cohesion - This means that our goal is to provide skills, knowledge, coping strategies, support and tools so people in the community feel empowered to make choices to participate fully.

Results driven teams - This means that CST will organise itself in a teams-based structure that focuses on achieving results in a dynamic, innovative, courteous and harmonious culture where people feel safe and able to contribute their best.

Conscientiousness - This means that we will take personal responsibility in working collaboratively to achieve CST's vision, mission and strategic priorities, and we will take personal responsibility in working together to enhance CST's reputation and standing in the community.

Mission

CST's mission, as a local charity, is to provide a variety of services to the people of the greater Tablelands region to help them improve their emotional, and physical well-being so they can contribute and participate in a strong and cohesive community.

Services

- Charitable services to meet identified needs in the community.
- Contracted services to the community on behalf of Government
- Commercial enterprises to support CST's Charitable Mission
- Clinical Psychological Services
- Home handyman services
- Enhanced Transport Services.
- Room and resource hire services to community groups and businesses

CST's Strategic Priorities

Over the next five years CST aims to:

1. Build its Charitable Income
2. Build its Contracted Services
3. Establish Commercial Enterprises

Corporate Social Responsibility

Working with Industry and Others

CST works with more than 63 agencies around the Tablelands to progress our clients' interests including government agencies, not-for-profits, hospitals, ATODS, schools, police, courts, indigenous health organisations; community organisations and councils; Cairns Seniors; legal visiting services such as Ostara, Rights In Action and Max Employment; RAATSICC; the Safer Communities Forum with TRC and the Queensland Police; Youth Justice on boot camp sentencing decisions; Tablelands Mental Health and Wuchopperen Health Services; HACC services; Mareeba Youth UCG; Southern Tablelands Interagency Forum and others related to our client needs.

Industry Association Membership

CST is an active community participator with membership that includes the following:

- Atherton Chamber of Commerce
- Spinal Injuries Assoc.
- QCTIA
- QCSEA
- QNADA
- QCOSS
- Tableland Community Housing Assoc.
- Queensland Women's Health Network
- Lifelong Learning Council
- Community Centres and Family Support Network
- FNQ Volunteers
- SAI Global
- Family Drug Support
- Tax Smart

Contribution to Community

For a small organisation, CST makes a substantial contribution to the community, not only through our contractual services to government of which there are 16 programmes delivered but through our volunteers and charitable works. Some of these are listed below although this list is not exhaustive.

CST's major projects include but are not limited to:

- Psychometric Testing and therapeutic interventions
- Psychological risk profiling and forensic reporting
- Mental health and Veteran health Counselling
- Counselling for families;
- Counselling for children;
- Emergency relief and personal support;
- Family Intervention Service and psychosocial education;
- Help for the aged and frail to remain in their homes;
- Queensland Drug Diversionary Initiative;
- Tablelands Drug and Alcohol Counselling;
- Support and counselling for youth at risk;
- Drumming workshops;
- Carer counselling;
- Transport and social networking for the aged and frail who are isolated;
- Community information and awareness information;
- Personal support and advocacy services.

- Parenting programmes;
- Tax support and budgeting help;
- Anger management programmes

CST volunteers run a number of communities-based initiatives throughout the year such as the CST Community Bus, family fun days, street barbeques and men's issues forums and foster carer forums.

We coordinate and manage a large number of self-referred volunteers and employment agency-referred volunteers and business sponsors to provide services and support to the community.

For example our community bus is subsidised by local businesses and philanthropic organisations and is staffed by volunteers.

Volunteers also provide services like Tax Help, Emergency Relief, Personal Support and advocacy and front counter inquiries and information at CST.

CST estimates our volunteers contribute than \$272, 743:00 per annum taken at base rates of their time 9,277 hours in total given to the community.

CST also provides a place where students can volunteer for work experience.

We provide function rooms for self-help meetings, community groups, work search facilities for disability groups and internet connections and education.

Management Structure

Governance

Governance in CST is concerned with the systems and processes that ensure the overall direction, effectiveness, supervision and accountability of CST business operations.

Board members take ultimate responsibility for the governance of CST. However, governance is not a role for boards and board members alone.

Governance is also concerned with the way the Board of Management works with the Chief Executives and staff, volunteers, service users, members and other stakeholders to ensure CST is effectively and properly run and ensure that it meets the needs for which it was set up.

The CST Governance Framework outlines the broad parameters for the way CST manages its governance responsibilities under its Board of Management (Board) with a full-time Chief Executive Officer (CEO) currently a job share arrangement, managing the day-to-day business operations.

The Governance Framework highlights the respective areas of role separation between the Board and the CEO.

The aim of the Governance Framework is to promote consistency in governance arrangements throughout CST while providing clarity for:

- Designing and delivering CST's mission and performance activity, functions and committees;

- Undertaking actions and decisions relating to the Board of Management, employees and volunteers;
- Promoting appropriate systems, behaviour and use of resources.

The CST Governance Framework articulates three levels of operations:

- Legislative and reporting: CST accountability to government;
- Strategic: Designing CST's vision, mission and values and determining priorities;
- Operational.

These three levels drive consistent management, cohesive policies, guidance, processes and decision-making authority for given areas of responsibility.

This statement does not cover legal or ethical issues concerning the role of the Board or its members, which are addressed separately elsewhere in the Constitution and Board rules.

Organisational Structure and Systems

CST is organised along functional lines with primarily three clear divisions.

These are the:

- Executive;
- Corporate;
- Service Delivery Division.

The Service Delivery division is structured into functional teams based on goals requirements. These are dynamic and will change depending on CST contracts and business priorities.

The Board of Management focus is on the strategic direction and the core policies of CST. It does not become involved in day-to-day operational decisions.

CST's people

CST has a Board of diverse long-serving members who have a range of skills, experience and social standing within the community. Several members have run local businesses for many years and there is a high level of financial, medical and social services experience along with political experience at the local government level. CST is proud of the Board's cross-cultural focus and its current indigenous representation.

Our employees, 25 and increasing, are highly qualified and experienced with qualifications ranging from degrees in psychology, social work, criminology, behavioural science, family dispute resolution, ATSI history/welfare: accounting, information technology, journalism, human resources, mental health psychosocial education, business and finance.

CST volunteers are valued highly for their commitment to our cause and their service to the community. Usually CST has more than 30 volunteers on its books with a variety of experience from ex bank managers who are now retired, to psychology and social work students wanting to gain real experience.

CST operates under a Fair Work, national award structure and clearly defines its business operational systems to maximise transparency, efficiency and effectiveness of CST services to the community, outlining the hierarchy of management accountability and decision making through the development and maintenance of:

- An organisational structure;
- A delegation manual;
- Documented job roles and responsibilities along with appointment letters or letters of employment contract;
- Annual performance plans and appraisal for individuals;
- Financial reporting processes;
- Documented policies, procedures and practice standards as outlined in the Governance Framework;
- Reporting that requires monitoring and managing of compliance and service performance in accordance with contractual obligations, service/funding agreements, associated programme guidelines and relevant professional standards; acknowledging complaints, oversights or mistakes as a mechanism for improvement to business operations;
- Disaster action plan;
- Occupational Health and safety manuals and standards;
- A code of conduct for all staff and volunteers;
- Brochures;
- Client charter.

CST is an equal opportunity employer. We seek to attract applicants of the right calibre and aptitude based on merit to fill part time, full time, casual, or volunteer vacancies as approved by the delegate.

The principle of merit means that the selected candidate will be considered the most suitable for the specific position and requires candidates to demonstrate and corroborate skills, aptitude, past achievements and satisfactory performance for the first six months of employment with CST under a probationary scheme.

Our recruitment practices endeavour to attract potential staff who have relevant skills, qualifications and experience, or the potential to quickly gain such competence including cross cultural sensitivity and an understanding or experience with Indigenous cultures.

Employees have specific written job descriptions outlining the skills, aptitude, qualifications, licences, police and reference checks and security clearances required.

All staff are required to have a current Blue card or have the ability to apply for a Blue card and are randomly tested for drug use.

All staff shall be subject to induction and employees are required to participate in induction, orientation, probation, performance planning and review and training.

CST provides each employee with access to a copy of their position description, strategic and business plans and policies, delegations and a copy of the Fair Work Information Statement and staff are required to operate under a code of conduct because staff will, at all times when representing or being seen to represent CST, behave in accordance with the highest community and ethical standards. They will maintain personal responsibility for their own high standard of conduct and work performance. Their performance and behaviour will at all times be conducted with the purpose of maintaining CST's business, legal and community obligations enhancing CST's good reputation within the community, our customers and funding agencies. Integrity and good personal conduct contributes to a pleasant high performing collaborative work environment.

The CST Code of Conduct involves staff:

- Maintaining knowledge of and observing all CST governance arrangements, policies and procedures;
- Ensuring all children accessing CST services are risk assessed to ensure that they are not subject to harm, neglect or abuse and that staff engaging with children in CST services abide by Child Safety rules, and CST reporting procedures for children at risk of harm;
- Following appropriate delegations and delegated instructions to the best of their ability;
- Demonstrating flexibility to change while remaining committed to CST's strategic vision, mission and values;
- Treating colleagues with courtesy, respect and fairness without prejudice or discrimination;
- Treating customers and clients with professional integrity and justice, maintaining their dignity and rights, and respecting their personal information and privacy and ensuring advice given to clients is within their professional capability and qualifications;
- Working safely at all times;
- Working conscientiously and collaboratively contributing to the greater CST Team achieving its stated performance objectives;
- Actively working to create an inclusive, ethical and harmonious culture and environment;
- Ensuring staff meet CST minimum standard of attire in maintaining a clean neat and professional image and work health standards. CST reserves the right to request a staff member to dress to an

- appropriate standard as a condition of employment;
- Taking responsibility for acting and decision making within delegation and policy parameters including the spirit of the policy direction and its stated aim ensuring personal interests do not conflict with the operations of CST;
 - Taking responsibility for using CST resources appropriately in accordance with respective Governance Plans, Policies, and Procedures including communications facilities.
 - Maintaining appropriate professional relationships and behaviour with clients, funding agencies, community groups and CST staff.

CST demands a positive, proactive attitude and performance with respect to protecting health, safety and the environment by all staff, irrespective of their position.

CST has a non-smoking policy. Smoking is not permitted on CST premises at any time.

CST is committed to providing a workplace free from discrimination, sexual harassment and bullying. Behaviour that constitutes discrimination, sexual harassment, or bullying will not be tolerated and will lead to action being taken, which may include dismissal.

CST supports the right of every staff member to lodge a grievance with their manager if they believe a decision, behaviour or action affecting their employment is unfair. In addition, an employee may raise a grievance about any performance improvement action taken against them.

Service Delivery staff have scheduled professional development activity monthly

and weekly professional supervision sessions with a National Board accredited psychology supervisor in addition to training required as a part of their individual learning plans. All employees are inducted.

Business Performance

CST is committed to optimal performance: delivering services to the community on behalf of funding agencies in a professional, ethical, effective and efficient manner that will provide value for money and good outcomes for clients.

To facilitate continuous improvement to its performance, CST has developed and maintains an organisational performance framework that clearly defines and facilitates planning from the strategic level to the individual level within CST. In doing this CST:

- Develops and maintains a five-year cycle of strategic planning that articulates the CST vision, mission, values and priorities;
- Develops and maintains a three-year cycle of business planning with performance criteria and measurement; and
- Develops and maintains an annual cycle of team and individual action planning.

All plans are reviewed annually.

Risk Management

CST maintains a clear focus on assessing risk at the strategic level through development of business continuity planning and annual financial audits and at the business operational level through its business planning cycle where it assesses risk and

develops treatments that mitigate or control identified risk.

CST risk procedure is based on the Australian and New Zealand Risk standards (AS/NZS ISO31000:2009) and is intended to be used at all levels of planning and project management in CST including:

- Strategic business risk including security and corporate social responsibility as managed by the Board of Management;
- Operational business risk management by the CEO and leadership team;
- Individual, project and action planning risk managed by the relevant staff and manager under the continuous improvement framework.

Risk management is not a stand-alone discipline but requires integration with existing CST business processes such as business planning continuous improvement and quality audits, in order to provide us with the greatest benefits.

The objectives of our risk management framework are to:

- Provide a systematic approach to the early identification and management of risks;
- Provide consistent risk assessment criteria;
- Make available accurate and concise risk information that informs decision making including business direction;
- Adopt risk treatment strategies that are cost effective and efficient in reducing risk to an acceptable level; and
- Monitor and review risk levels to ensure that risk exposure remains within an acceptable level.

CST's governance framework outlines how this procedure interacts with other key documents:

CST's Principles of Risk Management are:

- Maintaining a sustainable business.
- Protecting the safety and well-being of staff, clients and visitors.
- Providing efficient and effective service delivery.
- Managing and maintain facilities and equipment.
- Improving confidence and public perception of the organisation.
- Operating within the allocated budgets.
- Protecting or reducing likelihood of legal action.
- Complying with legislative or funding requirements.
- Reducing waste and harm to the environment
- Environmental Performance and Sustainability

Business Development

Business development in CST is governed by the Quality Committee made up of CST operational leadership. The primary mechanisms for control are the Business Plan including risk mitigation, the Business Planning Framework and the Continuous Improvement Framework.

CST KPI's in our balanced score card

- The amount of money CST puts into Services to the Community.
- Increasing Grant funding
- Increasing surplus to return to charitable services
- Quality certification standards met

- Service contracts terms met;
- Employees have a performance plan and appraisal annually;
- Minimum 75% individual performance is expended in hours spent servicing our clients;
- Minimum 85% customer and client satisfaction;
- 100% client/customer complaints resolved within timeframe;
- Minimum 80% staff satisfaction.

Environmental Statement

Being located next to two World Heritage sites, the rainforest and the Great Barrier Reef, CST is committed to the environment and as such we make a concerted effort to reduce our carbon footprint such as:

- Electricity consumption levels;
- Water consumption;
- Raw material usage/efficiency and/or the extent of use of sustainable resources;
- Conservation of paper;
- Vehicle efficiency;
- Use of recyclable products;
- Purchasing locally.

Although CST is a small local charity on the Atherton Tablelands, with few spare resources, we do have plans to eventually develop a more sustainable organisation with aspirations to include in our balanced score card measures such as:

- CO2 reduction;
- Sources of energy e.g. renewable, combined heat and power.

Business Continuity

Living with cyclones and in an environment of constant change, particularly within the service contractual landscape, has made CST an enterprising risk manager and we have a keen focus on international, national and local events to maintain our business viability into the future through systematic and careful risk assessment and business continuity planning, taking the long view to CST growth and continuous improvement, all of which can be seen in various internal documents available to purchasers of our services.

CST has been operating as a vital contributor to the greater Atherton Tablelands community for almost 30 years. In that time we have grown from a small neighbourhood centre into a large and dynamic charitable enterprise, delivering a significant number of programmes and services on behalf of government to the people of the Tablelands. We are proud to be local people supporting our local community.

Specialised Systems Capabilities

As a provider of multiple services to the community on behalf of government, other community agencies and in line with CST's charitable work, we have developed a sophisticated scheduling and case management system to manage, monitor and report on our multiple contractual obligations. It has been a labour of love and frustration but we are proud of our achievements which provide CST with a level of efficiency in service delivery that otherwise might be lacking using other less advanced systems.

Quality Management System

Quality management and continuous improvement are important to CST and the CEO chairs a monthly quality management meeting to ensure continuous improvement is occurring in the business. We welcome feedback about our system's processes or anything else about CST and we have a continuous improvement framework and process that allows feedback to systematically enter the chain of improvement and work its way through to completion without getting lost or discarded as it otherwise might if work becomes too busy or more pressing priorities drive it out of sight. Once feedback goes into the system, active decisions must be made about progressing the initial idea to project status or the idea or feedback does not go away until it is completed.

CST's quality management system and continuous improvement framework is documented in our Business Operations policy and procedure and includes such documents as client feedback and complaints, our client charter and our staff surveys.

CST has five principles that guide continuous improvement:

Appropriateness: That a business activity is suitable or proper in the circumstances or making sure the process or document is fit for purpose;

Efficiency: The ratio of the useful work performed for the amount of energy expended or in other words the least effort for most effective outcome for clients and CST as a business entity;

Effectiveness: The degree to which something is successful in producing a desired result; or that the business operations achieve the results for which they are designed;

Cost effectiveness: The degree to which a business activity is successful in producing a desired result in relation to the cost of obtaining that result;

Accuracy: The quality, correctness or precision of any business activity, report or document or state of being correct or precise.

CST is in the process of having our quality system externally certified.

Corporate Records

CST records are its corporate memory and a vital asset for ongoing accountability. Good recordkeeping is critical to corporate governance, provides essential evidence of business activities and transactions, and demonstrates accountability and transparency in CST decision-making processes, making records readily available for legal purposes at the request of the funding agencies and auditors.

CST is committed to implementing the best recordkeeping practices and systems to ensure the creation, maintenance and protection of accurate and reliable records.

Good record keeping practices ensure clients and people interacting with us, that CST can be trusted to maintain their personal and

sensitive information in a safe, private, accurate manner and will only be used for the purposes outlined when they engage our services, this includes but is not limited to implementing Australian Governing Legislation including the Privacy Act 1988, and the Australian Privacy Principles. Personal or sensitive information will only be collected and maintained for the purposes for which it is required, either to provide services or as specified under legislation or as outlined in government service agreements.

Financial Management

CST is committed to effective management of its finances to achieve its mission and is committed to the prevention of fraud or mismanagement.

Maintaining meaningful and well-considered policies and procedures is a critical component of a strong financial management system in CST, along with established internal controls, for ensuring compliance with regulatory standards and ultimately for ensuring that CST's financial data is an accurate and a reliable basis for organisational decision making.

CST maintains management of its assets to facilitate meeting its mission appropriately, efficiently and effectively. It involves planning and scheduling the purchase or acquisition, the use and the disposal of assets, as well as managing any related risks and costs.

CST is committed to the responsible management of its assets and to being accountable for the assets it purchases.

Specifically, CST will:

- Ensure that assets are purchased with careful consideration and at the best possible price;
- Maintain an asset register that tracks the value and location of assets;
- Ensure cyclical maintenance of relevant assets;
- Ensure appropriate insurance cover is maintained for assets;
- Ensure all organisational assets are recorded and maintained in good working order, safeguarded against loss, damage or unauthorised use and disposed of appropriately;
- Manage asset depreciation and budgeting for the purchase of new or replacement assets.

Cash Management and Investments

The CST Board is responsible for maintaining and improving, the assets of the organisation to provide for its long-term financial viability. In its stewardship of CST's financial assets, the Board has adopted the policy to ensure that any cash assets not required for the current operating budget will be invested in an interest bearing bank account.

The purpose of CST's Investment Strategy is to manage the cash assets not required for current operating expenses so as to maximise the earnings of such assets, while retaining security and minimising risks. All interest and other earnings from such working fund investments are deposited into the CST's operating account and thus become part of the annual operating budget. Interest accrued on accumulated reserves for capital purchases and the gift fund remains in the capital account.

Insurance

CST maintains adequate insurance cover at all times. This includes:

- Personal Accident insurance for staff;
- Public Liability insurance;
- Building and Contents insurance policies;
- Association Liability (this includes Managers/ Coordinators, Board Liability);
- Professional Indemnity Insurance; and
- Work Cover insurance.

Communications, Media and Marketing

Communications, media and marketing are important aspects of CST business operations, helping to achieve its goals and to ensure prospective clients know about our programmes for services and support.

CST's aim in communications, media and marketing is to:

- advocate for its vision, goals and mission;
- promote the variety of CST services to the community;
- inform the public of how to access CST and what they can expect from our services;
- assist in fundraising for CST; and
- assist in establishing and maintaining CST's reputation.

CST has a limited website and a Facebook page. We are currently building a new website that will be available in the near future.

CST operates its communication policy on the values of:

- **Honesty:** The organisation will never knowingly mislead the public, media or staff on an issue or news story;

- **Transparency:** The organisation will promote openness and accessibility in our dealings with the media, whilst complying with the law and maintaining confidentiality when appropriate;
- **Clarity:** All communications with the media will be written in plain English;
- **Balance:** Information provided to the media by CST will as far as humanly possible be objective, balanced, accurate, informative and timely;

CST will seek to establish and maintain a good and open relationship with the media. It is important that the organisation works with the media to communicate important public information messages about its work and its goals.

Contact (07) 4091 3850

Chief Executive Officers:

- John Russell and Gillian Long

President (Board of Management):

- Trevor Brady