



# GOVERNANCE & FINANCE REPORT

2015/16

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LEADERS IN SETTLEMENT, EMPLOYMENT, TRAINING,  
YOUTH, HOUSING & SOCIAL ENTERPRISE



## BACKGROUND AND WHAT WE DO

Helping culturally and linguistically diverse individuals, families and communities to effectively settle and engage in their new environments by providing quality, innovative and responsive service offerings is just the beginning of how Access works with its clients. Access, one of Queensland's leading not-for-profit organisations, is nationally recognised for its delivery of service solutions that focus on promoting community development initiatives to improve the economic and social well-being of people across Queensland and Australia.

The extensive scope and reach of Access' service delivery portfolio consists of individual and group case management, capacity building, community development, family support services and programs, youth initiatives and health and life skills programs and services. Employment, training, literacy, language and numeracy skills programs are delivered to some of the community's most complex needs clients who are not only struggling with acculturation and settlement issues but face severe trauma and mental health issues, lack interpersonal and cross-cultural skills and face significant language and cultural barriers.

Since 1984, Access has delivered a wide range of services under contract from local, state and Federal governments, including housing, health and mental health, counselling, migrant and refugee settlement and support services, Humanitarian Settlement Services, Complex Case Support, Job Services Australia, Skilling Queenslanders for Work, Employment Assistance, Community Jobs Plan Work Placement Projects, Job Club and Disability Employment Services.

During this time, Access has assisted thousands of disadvantaged migrants, refugees and other socio-economically disadvantaged people address and overcome a range of significant social, education, training and labour market barriers.



# GOVERNANCE AND FINANCE REPORT

Access Community Services Ltd Annual Report 2015-16 consists of two documents. The Strategic Report, which gives a comprehensive and concise overview of key information about the organisation and the Governance and Finance Report which describes how our governance works and provides our consolidated financial statements.

**"CONTINUING TO BUILD OUR GOVERNANCE FUNCTIONS AND ACTING WITH INTEGRITY REMAINS AT THE FOREFRONT OF OUR COMMITMENT TO GOOD CORPORATE GOVERNANCE."**

**ACCESS COMMUNITY SERVICES LTD,  
COMPANY DIRECTOR.**

Welcome to the Access Community Services Ltd (Access) Governance and Finance Report for 2015-16. This outline Access' commitment to a strong and effective governance system, corporate responsibility, ethical standards and provides detailed financial statements.

As part of Access' commitment to corporate responsibility, this is the first year Access has designed the Annual Report as two documents: A Strategic Report containing an update on Access' progress during the year and a separate Governance and Finance Report.

## GOVERNANCE

### CORPORATE AND OWNERSHIP STRUCTURE

Access is a not-for-profit Public Company Limited by Guarantee, a registered charity with a public benevolent institution and deductible gift receipt status. We are committed to ensuring policies and practices in the critical areas of financial reporting, and corporate governance meet the highest levels of disclosure and compliance.

Access is governed by a Board of Directors who (with the exception of the CEO) are elected by the Access Members. The Board is accountable to the Access Members for the strategic direction and operation of Access.

The Board functions in accordance with the Access Constitution, which defines the objectives of Access, sets out rules, powers and roles. These powers, roles and responsibilities of the Board are formalised in the Delegation Policy (Board Charter), which defines the matters that are reserved for the Board and its Committees, and those that are the responsibility of the CEO and Management.



# BOARD MEMBERS

**GAIL KER** OAM | Director | Board Member

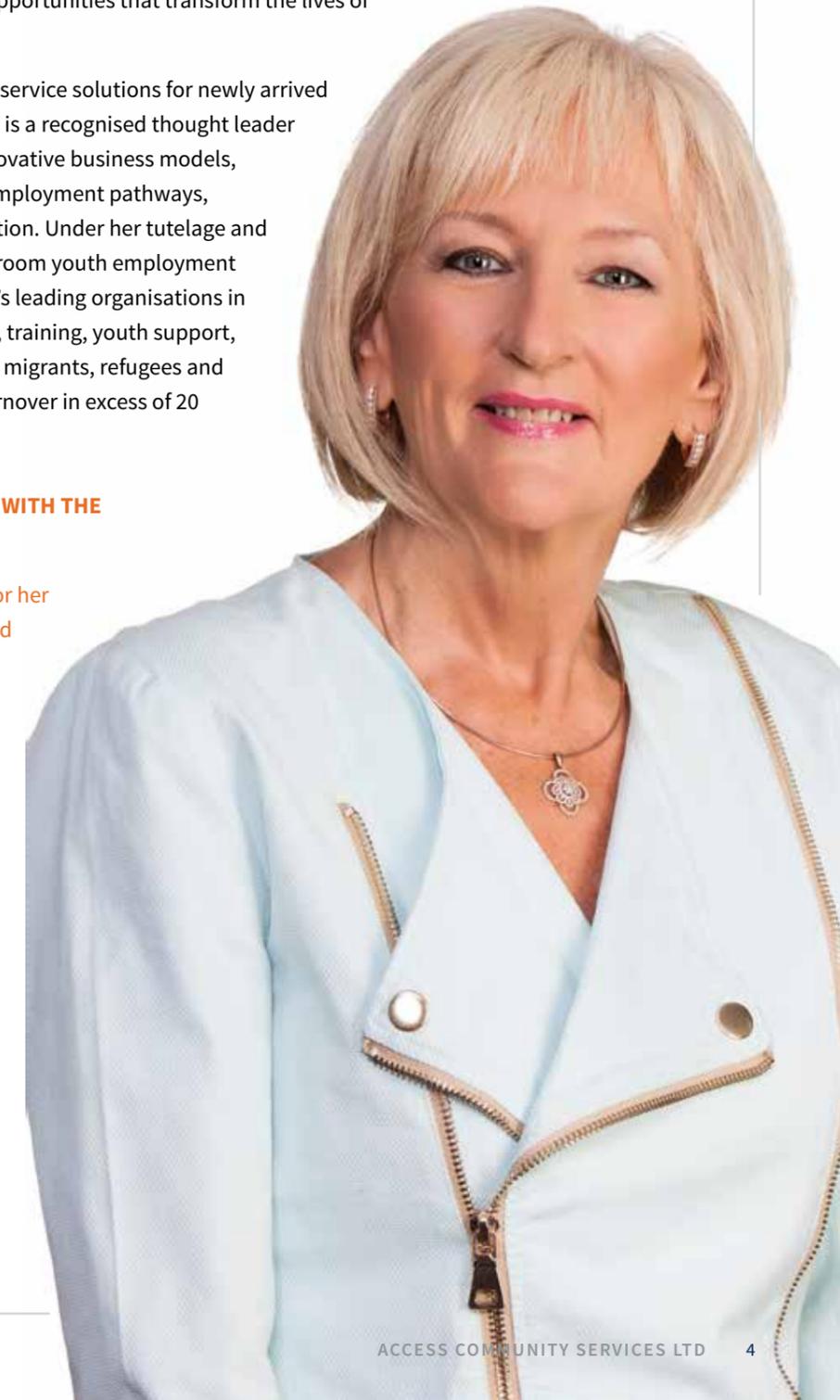
Over the past 20 years, Gail Ker OAM's vast industry experience and arguably unrivalled expertise in the Australian multicultural, humanitarian and community sectors has seen her change countless lives for the better.

A nationally lauded and award-winning visionary, Gail is the CEO of Access where, with humility, compassion and a tireless work ethic, she leads her 300-plus workforce in pursuit of their organisational vision; to create social, cultural and economic experiences and opportunities that transform the lives of individuals and communities globally.

Renowned for her expertise in innovative service solutions for newly arrived migrants and humanitarian entrants, Gail is a recognised thought leader in needs-based community planning, innovative business models, social cohesion, strategic partnerships, employment pathways, funding opportunities and strategic direction. Under her tutelage and leadership, Access has grown from a one room youth employment service in Logan City into one of Australia's leading organisations in the provision of settlement, employment, training, youth support, housing and social enterprise services for migrants, refugees and Australian-born clients with an annual turnover in excess of 20 million dollars.

### HER STANDING HAS BEEN RECOGNISED WITH THE FOLLOWING HONOURS:

- ▲ 2010 Order of Australia Medal (OAM) for her work in Multiculturalism in Queensland
- ▲ 2008 MAQ Award – Winner of the Individual Category for Community Development
- ▲ 2015 Australian Human Resources Institute “CEO Diversity Champion Award”
- ▲ 2012 Paul Harris Fellow - Rotary Foundation of Rotary International “for tangible and significant assistance given for the furtherance of better understanding and friendly relations among peoples of the world”
- ▲ 2016 Women's Federation of World Peace – Ambassador for Peace



## RACHEL WHITFORD APM | Chairperson | Director | Board Member



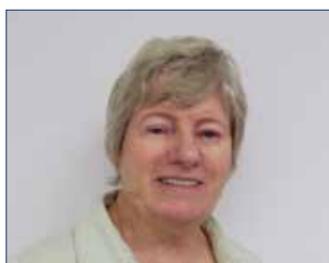
Rachel has been a serving Police Officer since 1991 in the South Australia and Queensland Police Services since graduating from the Queensland Police Service Academy. Throughout her 25 years, she has largely been stationed within the South-Eastern District; starting at the Logan Police Station before moving to the Beenleigh Police Station and then onto specialist areas. After serving as a General Duties Police Officer, she moved into the Logan District Crime Prevention Unit as a coordinator and later became the Branch Manager of the Logan Police Citizens Youth Club. In 2012, Rachel was awarded the Australia Police Medal (APM) for her work with the community, as part of the Queen's Birthday Awards.

## ANNETTE SCHOONE Deputy Chairperson | Director | Board Member



For many years, Annette held the position of Chief Operating Officer for the Logan City Council's Community and Cultural Services Department. She has over 18 years of local government experience both in New Zealand and Australia and has held a range of management positions. These include Community Development, Resource Management, Rural Fire Management and Community Engagement and Education. Annette holds diplomas in Community Service Management, Community Development and Human Resource Management (New Zealand Institute of Human Resource Management) in addition to a Certificate IV in Workplace Training and Assessment. Annette has been on the Board of Access for over five years.

## GAYLE MANN Treasurer | Director | Board Member



Gayle is a Registered Secondary Teacher with the Board of Teacher Registration Queensland and holds a Certificate in Teaching, a Bachelor of Arts (majors in Mathematics and Economics) and a Graduate Certificate in Education (Adult Literacy). Gayle has worked for non-government organisations for a number of years and is familiar with the processes of these organisations, particularly the funding and delivery of programs for the community.

Gayle has served on the board of the Logan Women's Health Centre for seven years. She has also been on the Board of the Schizophrenia Fellowship QLD as well as running the Southside Support group for parents of children with a mental illness. More recently, Gayle has been a member of the Mantle housing group which provides supported accommodation for those with mental illness.

## IVAN FRKOVIC Director | Board Member



Ivan is the Deputy Chief Financial Officer of National Operations for Aftercare. He has more than 20 years of experience in the mental health field in Queensland, where he has occupied senior management and policy positions with the Queensland Government. During this time, he has led and shaped some of the major mental health reforms occurring in Queensland. In addition to his primary training as a social worker, Ivan holds a Masters of Social Welfare, Administration and Planning. Since 2003, Ivan has participated in a number of international study tours comparing mental health systems in Australia to New Zealand, USA, England, Italy, Canada and Holland. Ivan has recently worked on the development of the Queensland Mental Health Commission and previously in the multicultural non-government sector and the Commonwealth income maintenance sector.

## ROBERT HANNAFORD Company Secretary | Board Member



Robert is a Chief Financial Officer and Company Secretary for Access.

He is a Chair of Regional Development Australia (RDA) for Logan and Redlands, Member of the Specialist Disability Accommodation Industry Advisory Group (IAG) - Disability Support Services (DSS), Impact Investing and Partnerships Working Group of the Prime Minister's Community Business Partnership, Committee Member of Logan City PCYC and Council Member - South-East Regional Disability Advisory Council, Deputy Chair of Queensland Social Enterprise Council, Chairman of Community Information Support Services Limited (CISS) and holds many other advisory and key positions in other organisations.

Robert is exceptionally skilled in the brokerage of partnerships between the private, non-government and government sectors, to provide tangible and measurable social and economic outcomes. He is passionate about harnessing the goodwill and contributions of business and private sector partners to provide concrete outcomes for individuals and families in need of secure, accessible and affordable accommodation.

Robert is a specialist in accommodation options for people who are marginalised. Robert has spent the majority of his career as a manager of a range of companies in the building and construction industry and therefore brings a detailed understanding and knowledge of all facets of the industry. He is a qualified builder and confidently negotiates the various building and legislative requirements necessary to coordinate the land acquisition and property re-development responsibilities attributed to his role. Robert is a licensed Workplace Health and Safety Officer (Construction and Services) and has a Diploma of Business.

## MICHAEL PEARSON APM, BM | Director | Board Member



Mike is a 37-year policing veteran with the Queensland Police Service (QPS), with the last 20 years performing duty in Logan Police District as the Officer in Charge of Logan Central Station. For the last 2.5 years, Mike has been working with the Public Safety Business Agency on a project to procure a rostering, time and attendance and payroll solution for the QPS. Mike has an active history of community and government partnership engagement within Logan at federal and state levels and particularly with local government, focusing on the areas of employment, housing, education, social infrastructure and safety. He is driven from a belief and commitment to community empowerment and leadership. Mike's governance experience has been in the area of education and service to a number of community based committees including the Access Board. Mike has also served extensively in rural Queensland centres engaging in indigenous and multicultural communities. Mike is the only person to have been awarded the Bravery Medal (BM), Australian Police Medal (APM), Commendation for Brave Conduct and Group Bravery Citation under the Australian Honours System.

## ELENA GOSSE Director | Board Member



Elena is a trailblazing entrepreneur and CEO of one of Australia's most innovative companies, Australian Innovative Systems (AIS). With over 20 years of industry experience and a reputation for continuous innovation, AIS remains one of Australia's most trusted water disinfection companies that exports its technology to over 55 countries worldwide.

Elena's experience as a Russian immigrant has helped to refine her business and personal vision and has inspired her to assist other immigrants by encouraging and embracing cultural diversity in the AIS workplace, as well as supporting her local community.

# THE BOARD

The Board delegates the implementation of its strategy to Access Management within a formal delegation framework. However, the Board remains ultimately responsible for corporate governance and the affairs of Access. While the Board retains full responsibility for guiding and monitoring the Company, in discharging its responsibilities, it also utilises Board Committees from time to time to perform functions and provide recommendations and advice.

## THE BOARD IS RESPONSIBLE FOR:

- Reviewing strategic direction and approving corporate strategic initiatives developed by management
- Major expenditure and capital initiatives – approving major capital expenditure, acquisitions and divestitures, and monitoring capital management
- Leadership selection – selecting and evaluating the performance of the CEO and selecting the Company Secretary
- Succession and remuneration planning – planning for Board, CEO and Executive succession and remuneration
- Corporate governance – reviewing and monitoring the Company’s corporate governance policies and practices
- Board performance and composition – evaluating the performance of the Board and determining its size and composition
- Social responsibility – considering the social, ethical and environmental impact of Access’ activities and operations and setting standards and monitoring compliance with the Company’s social responsibility policies and practices
- Financial performance – reviewing Access’ budget, monitoring management and financial performance
- Financial reporting – considering and approving Access’ annual financial statements, monitoring and reviewing management processes aimed at ensuring the integrity of financial and other reporting, providing annual reporting to Australian Charities Not-for-profits Commission, and reporting to other government agencies and stakeholders as required

- Risk management – oversight of the effectiveness of risk management and compliance in the organisation, including safety and health governance arrangements, and having financial audits

Pursuant to formal delegations of authority, the Board has delegated the management function to the CEO. However, ultimate responsibility for strategy and control rests with the Board. The Board approves corporate objectives for the CEO to satisfy and, jointly with the CEO, develops the duties and responsibilities of the CEO.

The CEO is accountable to the Board for the exercise of the delegated authority and, with the support of Senior Management, must report to the Board on the exercise of the authority through reports, briefings and presentations to the Board.

The day-to-day management and operations of the Company are the responsibility of the CEO who reports to the Board on key management and operational issues including:

- Developing and implementing corporate strategies and making recommendations to the Board on significant corporate strategic initiatives
- Appointing and determining the terms of appointment of Senior Management, developing and maintaining succession plans and evaluating the performance of Key Executives
- Developing an annual budget and managing day-to-day operations within the budget (approved by the Board)
- Maintaining effective Risk Management and Compliance Management Frameworks
- Keeping the Board and market fully informed about material continuous disclosure
- Managing day-to-day operations in accordance with standards for social, ethical and environmental practices in accordance with all applicable laws

Board meetings are held monthly and specialist subcommittee meetings are convened on alternate months to review financial management and risk, enterprise development and contractual compliance.



# OPERATIONS

The organisation has developed a 5-year Strategic Plan which is reviewed on an annual basis, with each division within Access developing Operational Plans for endorsement by the Board.

CEO Gail Ker OAM has worked in the community services sector for over 25 years and has a Bachelor of Adult and Vocational Teaching (BAVT), with double majors in Technical Studies and Human Resource Development. Ms Ker is also a member on the SBS Community Advisory Group and was the Deputy Chair of the Government’s Multicultural Advisory Council.

Access has a Human Resource (HR) Manager who oversees all HR management operations including recruitment and performance management. All staff working with children and young people under 18 years of age are required to hold a Working with Children Card.

Access have a well-established financial management system and structure consisting of qualified accountants, including some with Certified Practising Accountant (CPA) qualifications. Access is supported by a diverse workforce consisting of 246 staff members, 82 Community Language Assistants (CLAs) and 19 Business Trainees. Our employees come from 49 different countries, speak 71 languages and dialects and represent a wide range of industries from social work to health sciences, teaching and education to aged-care. Many are members and leaders of their local communities.

Volunteers have also been the cornerstone in Access achieving its success in its 30 plus years of operation. Our volunteers work alongside staff to provide quality service to clients and community groups through a range of life skills programs and community engagement activities. Our network of volunteers extends across Queensland providing advocacy and leadership support for young people from culturally and linguistically diverse backgrounds experiencing difficulties settling into their new communities.



# MANAGEMENT

## ACCESS MAINTAINS CLEAR AND EFFECTIVE:

- Regulatory and legislative compliance
- Corporate governance
- Qualitative and quantitative performance management

## KEY ELEMENTS ARE:

- Staff and management reporting at all levels
- Regular management meetings to review performance against contract targets
- Performance and quality improvement benchmarks and targets
- Business continuity planning

- Monitoring risk mitigation strategies and their impact on performance of services
- Complaints reporting and resolution processes

Access has an integrated real-time management system, financial and risk monitoring that underpin delivery of programs and services.

We have a core focus on managing and mitigating risks at a strategic and operational level across all organisational activities. Access' risk management plan incorporates risk mitigation and management strategies and regulatory and legislative requirements including Work Health and Safety and Financial Risk Management.

## OUR RISK MANAGEMENT PLAN AIMS TO:

- REDUCE OR ELIMINATE RISK TO CLIENTS, STAFF AND OTHER STAKEHOLDERS
- ENSURE THE ONGOING SAFETY AND SUSTAINABILITY OF ACCESS' EXISTING BUSINESS AND INFRASTRUCTURE
- PROVIDE A SUSTAINABLE BASIS FOR BUSINESS GROWTH
- ENABLE A TIMELY RESPONSE TO CHANGES IN THE LEGISLATIVE OR OPERATIONAL ENVIRONMENT
- PROMOTE EFFECTIVE LIAISON BETWEEN ACCESS AND OTHER AGENCIES INVOLVED IN RISK MANAGEMENT
- ENSURE COMPLIANCE WITH THE WORK HEALTH AND SAFETY ACT 2011.

IN ADDITION, ACCESS HAS A COMPREHENSIVE INSURANCE PORTFOLIO.



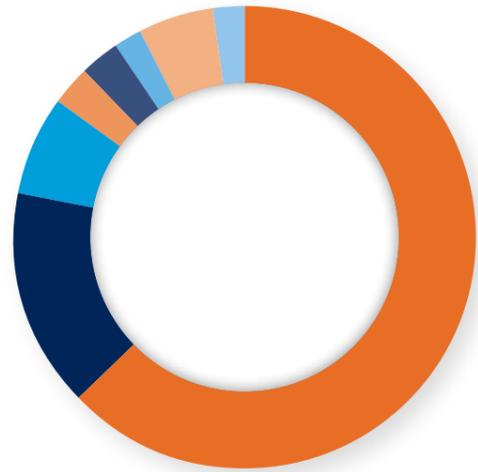
# BALANCE SHEET

ACCESS GROUP CONSOLIDATED BALANCE SHEET AS AT 30 JUNE	2016	2015
	\$	\$
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	5,226,850	1,613,987
Trade and other receivables	3,132,509	3,799,731
Other current assets	150,907	173,021
<b>TOTAL CURRENT ASSETS</b>	<b>8,510,266</b>	<b>5,586,739</b>
<b>NON-CURRENT ASSETS</b>		
Property, plant & equipment	3,494,677	3,405,098
Other non-current assets	40,196	704
Intangible assets	431,088	431,088
<b>TOTAL NON-CURRENT ASSETS</b>	<b>3,965,961</b>	<b>3,836,890</b>
<b>TOTAL ASSETS</b>	<b>12,476,227</b>	<b>9,423,629</b>
<b>CURRENT LIABILITIES</b>		
Trade and other payables	3,511,840	2,086,379
Short term borrowings	4,510	1,354
Short term provisions	230,895	-
<b>TOTAL CURRENT LIABILITIES</b>	<b>3,747,245</b>	<b>2,087,733</b>
<b>NON-CURRENT LIABILITIES</b>		
Long term borrowings	214,352	5,000
Long term provisions	184,948	118,020
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>399,300</b>	<b>123,020</b>
<b>TOTAL LIABILITIES</b>	<b>4,146,545</b>	<b>2,210,753</b>
<b>NET ASSETS</b>	<b>8,329,682</b>	<b>7,212,876</b>
<b>EQUITY</b>		
Issued capital	2,825,843	498,000
Reserves	855,904	855,904
Retained Earnings	4,647,935	5,858,972
<b>TOTAL EQUITY</b>	<b>8,329,682</b>	<b>7,212,876</b>

# PROFIT AND LOSS

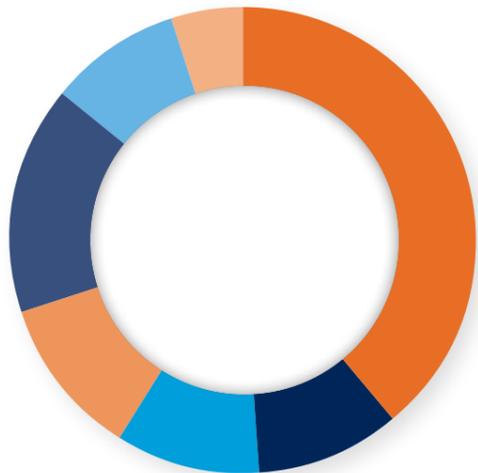
ACCESS GROUP CONSOLIDATED PROFIT & LOSS FOR THE YEAR ENDING 30 JUNE	2016	2015
	\$	\$
<b>REVENUE FROM ORDINARY ACTIVITIES</b>		
Program funding and grants	20,010,676	24,743,400
Sale of goods and services	2,571,898	1,856,763
Interest income	41,212	26,747
Sponsorships and donations	89,695	158,646
<b>TOTAL REVENUE FROM ORDINARY ACTIVITIES</b>	<b>22,713,481</b>	<b>26,785,556</b>
<b>EXPENSES FROM ORDINARY ACTIVITIES</b>		
Staff wages and on-costs	12,744,810	12,083,629
Consultants and contractors	1,441,815	1,251,484
Occupancy expenses	980,430	1,130,452
Motor vehicle expenses	486,368	411,153
Client related expenses	2,962,263	6,922,337
Depreciation expenses	164,903	141,811
Operational expenses	2,089,297	1,102,947
Administration expenses	1,308,888	715,164
<b>TOTAL EXPENSES FROM ORDINARY ACTIVITIES</b>	<b>22,178,774</b>	<b>23,758,977</b>
<b>PROFIT FOR THE YEAR</b>	<b>534,707</b>	<b>3,026,579</b>

# PROGRAM FUNDING AND GRANTS



● Status Resolution Support Services	62.9 %
● Humanitarian Settlement Services	15.5 %
● Settlement Grants Program	6.9 %
● Youth Transition Support Services	2.7 %
● Other client directed programs	2.8 %
● Arts, Culture and Engagement	1.7%
● Skilling Queensland for Work	5.4 %
● Strive International (Training)	2.1 %

# SALE OF GOOD AND SERVICES



● AES Building and Maintenance Solutions	39.0 %
● Harmony on Carmody Café	10.0 %
● Land and Home Realty	10.0 %
● Strive International (Training & Employment)	11.0 %
● Brisbane Multicultural Arts Centre	16.0 %
● Work Access	9.0 %
● Other	5.0 %





**COMPANY INFORMATION**

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**[www.accesscommunity.org.au](http://www.accesscommunity.org.au)**