

Annual Report

2022-2023

Every
Story
Matters

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Acknowledgment to Country

Accordwest acknowledges the Binjareb, Whadjuk, Wardandi and Bibbulman people of the Noongar nation as the traditional owners of the land upon which Accordwest operates. We pay our respects to elders, past and present for they hold the knowledge of ancient culture and aspirations for future generations.



Chair Report



Mark Chadwick

MESSAGE FROM THE CHAIR

As we reflect on the past year, we find ourselves transitioning from the constraints imposed by the Covid-19 pandemic to a time filled with renewed hope and opportunities for the growth of our organisation. I extend my heartfelt gratitude to all the dedicated members of our board, its subcommittees, our CEO, and our exceptional employees for their unwavering commitment to the vision that 'every story matters.' In particular, I want to recognise the 40-year legacy of our agency, one that continues to inspire us as we embark on new, untold stories.

The establishment of four subcommittees, led by both employees and Directors and Associate board members, has been a significant milestone. These subcommittees, namely Property, Culture and Diversity, Programs and Practice and Finance Risk and Audit with a new charter, have enriched our decision-making process. They have provided invaluable guidance that has led to the development and successful implementation of effective operational strategies.

Our board, which currently comprises nine dedicated members, has undergone changes over the past year. We extend our gratitude to past board members, including Barry Jones, Rebecca Jury, Nathan Pappas, and Dean Lavers,

while welcoming new members Anthony Mills and associate members Tom Kettle and Jimmy Maher. We appreciate their contributions to the board and its subcommittees.

In the realm of advocacy, we have made significant strides in our engagement with State Elected Members. We have received acknowledgment from Hon John Carey MLA to collaborate closely with Aboriginal Community Controlled Organisations (ACCOs) such as Winjan, SWAMS (South West Aboriginal Medical Services) and Harvey Aboriginal Corporation on homelessness issues. Hon Simone McGurk MLA was supportive of our agency's concerns regarding the care of children in the southwest, particularly in the context of the available funding model.

Our board has made several pivotal decisions during the 2022/23 period, including the adoption of streamlined policy development and approval processes, the implementation of a new business model for Out of Home Care, and the submission of a tender to Department of Justice, partnering with Breakaway for AOD Reintegration Service. These decisions, among others, have demonstrated our commitment to efficient governance and responsible financial management.

Looking ahead to the coming year, we anticipate meeting the outcomes of the Out of Home Care tenders and the transitional arrangements with ACCOs. We are prepared to embrace the challenges of growth and capacity-building, exploring potential partnerships with housing providers for community and social housing projects. Additionally, we are committed to completing the BUNYAP (Bunbury Youth Accommodation Program) 2.0 and Collie new build housing project and expanding refurbishments of existing housing in the Southwest.

Our recruitment efforts will continue as we seek to renew board members and ensure that our leadership team remains effective in supporting our CEO. We remain steadfast in our commitment to working with ACCOs and ensuring that the voices of Aboriginal and Torres Strait Islander communities resonate in all our future decisions.

In conclusion, the year ahead holds promise and opportunities for our organisation. Together, with the dedication of our board, employees, and partners, we will continue to write stories of progress, impact, and positive change in our community. Thank you for your continued support and commitment to our shared mission.

Name	Board Meetings	Sub-Committee	Total Attendance
BOARD MEMBERS			
Mark Chadwick	11	10	21
Barbara Meddin	10	2	12
Michael Lay	10	3	13
Sue Chapman	10	-	10
Anthony Mills	7	3	10
Marlon Fernando	6	2	8
Joslyn Eades – Tass	10	1	11
Wayne Evans	8	6	14
Dean Lavers	4	2	6
ASSOCIATE MEMBERS			
Bruce Lynch		2	2
Nathan Papas		4	4
Dean Lavers	1	1	2
Graeme Carlin		1	1
Tom Kettle		1	1
Jimmy Maher		1	1

CEO Report



Evan Nunn

MESSAGE FROM THE CEO

Our dedicated Accordwest team has shown in 2022/2023 that they are here to support the community we serve across the South West in a multitude of ways. The challenges we face including poverty and disadvantage, the rising cost of living, housing crises and increases in population and growing shortfalls in our funding are undeniably tough. In every case we aim to support people to live the life they choose and help them to navigate their unique circumstances, so the issues are not so insurmountable. It is during these times that true strength, resilience, and innovation comes forward. The community itself, our funders and partners and the employees of Accordwest play an essential role in crafting a better tomorrow and we all hope every person can thrive regardless of their circumstances.

In our regional, place-based setting, we possess a unique advantage. Our stories are interwoven with the fabric of this community, and they matter deeply. They are evidence of shared experience and journeys, our struggles, and our hopes. Every time we collaborate with other agencies and government departments our combined efforts amplify our impact, creating ripples of positive change.

We are seeking to harness our collective strength, creativity, and determination. In the face of adversity, we are ready, and we remember why we do what we do to uplift, support, and transform

lives. Together, we have the power to reshape the narrative, turning challenges into opportunities, and ensuring that every story matters

This is an opportunity to thank the Board, the Executive and leadership group and every past present and new team member for the energy they give and the work they performed so well this year.

I have been privileged to lead a team addressing regional challenges with clear goals and strategy being supported and trusted by the Board. Our colleagues have had valuable resources and information about community challenges, so they are clearer to us. Stakeholder access has been difficult during the pandemic with key community figures although we have been maintaining open communication and our willingness to listen is teaching us more about ourselves and our community. This approach has provided constructive insights and continuous learning opportunities. What has been important is to allow the leadership freedom, balanced with responsibility and accountability along with emotional support. We recognise the emotional toll on vulnerable people and on those around them including our team so it has been especially important for us to celebrate achievements to motivate and inspire the team through the complex societal issues we face together.



Subsequent Event

Unsuccessful OOHC (OUT OF HOME CARE) tender

In October 2023 Accordwest received disappointing news impacting our dedicated Mandurah and Bunbury based Children and Youth services teams and the rest of the organisation adversely. As a very capable, dependable South West Regional Western Australian service provider, it is difficult to see the contracts lost to large providers. We had hoped to be working with ACCOs to transition the services to them over time. It is inspiring to learn that Aboriginal children across the rest of the State will transition and many in foster care in the South West will transition to SWAMS.

Our teams have worked successfully with our cultural advisers and Aboriginal development team to focus on advocacy and connection, they have been there to support the young people and youth workers, especially at times of great uncertainty during the covid pandemic that spanned 3 years.

We thank our connections on Binjareb country and Wardandi country for the cultural safety and advice. We have benefited significantly from their knowledge and support when helping the young people and this will continue as we support children and young people to navigate the changes and uncertainties, they may face in the 1st half of 2024.

There is ahead of us significant challenges and risks to all children in child protection along with their dedicated youth workers and carers and we intend to help everyone learn and adjust as they leave Accordwest teams and homes. We are committed to navigating the transition period and the transformation of the organisation and manage the significant loss of people with professionalism and effective project governance as this will help ensure the children are placed as safely as possible into the care of other agencies. We will continue to strengthen and develop our cultural framework and advance our other important services of Homelessness, Social and Community Housing, Emergency relief and Reintegration and Rehabilitation and we will continue to close the gap for the people we serve as every story matters.

People are our Purpose

Our unified vision is to provide hope, equity and belonging within our community. To help you live the life you want to live we embed these values into our work, our approach to the community and how we treat each other every day.



Our Purpose

You are the reason we do what we do. We are here to offer support, understanding and choice when you're faced with hardship or disadvantage. When every story matters, we want to get to know yours.



Our Values

Equity & Diversity

We celebrate people of different cultures and backgrounds; we are unbiased and supportive.

Safe Choices

People who ask for our help and support feel like they can tell us their story and we actively listen and understand.

Genuine Service

We care and respect the individual needs of the people we serve.

Community Collaboration

Our people are in the community, and the community are in our plans and thoughts.

Think Ahead & Act

The needs of our community compel us to plan and make courageous impactful decisions.



Every
Story
Matters

Culture & Diversity Report



Kylie Pickett
CULTURAL ADVISOR



Glenn Louthean
ABORIGINAL DEVELOPMENT
ADVISOR

The cultural team has worked tirelessly to improve relationships with the children and Child Protection and Family Services (CPFS). The Cultural Group invited their Aboriginal Regional Coordinators (ARC) to attend meetings and connect at the Accordwest Mandurah Office and new cultural space to discuss how Accordwest can improve. The cultural team provided a cultural perspective across the OOHC tender and services across all focus areas and implemented and continue to support and assist in the development of the 'Cultural Safety Framework' for the organisation.

Two Aboriginal young people left care into independence requiring significant and effective support from the cultural team. The transition was performed well by the Accordwest Case Managers and out of home care leadership group and their connections with one young person securing public housing and the other NDIS (National Disability Insurance Scheme) housing and supports.

There have been regular discussions regarding future partnerships with ACCOs Dream a Dream, Winjan, and a strengthening the already existing relationship Accordwest has with Breakaway.

The Accordwest Executive team and staff were treated to a Cultural Immersion experience with Mandjoogoordap Dreaming along with truth about the history of Mandurah and Pinjarra.

The Aboriginal Development Advisor continued to provide 'Intro to Noongar Culture' training to all new Accordwest employees and support Aboriginal employment initiatives.

A 'Cultural Calendar' of events was developed. NAIDOC (National Aboriginal and Islanders Day Observation Committee) Week and Aboriginal Torres Strait Islander (ATSI) Children's Day continued to be celebrated. Membership with SNAICC (Secretariat of National Aboriginal and Islander Child Care) has provided the opportunity for four staff members and an Aboriginal Board member to attend the 10th SNAICC Conference in Darwin with the latest information about CPFS (Child Protection and Family Support) and the new co-design.



Programs





Simone Atkins

PROGRAMS EXECUTIVE MANAGER

As we reflect on the past year, we are excited to share the impact and progress we have achieved through our comprehensive support programs and partnerships. The achievements of each of the Programs service areas are a testament to the dedication, passion, and hard work of our employees, and community partners. Together, we have made significant strides in our collective endeavour to make a positive difference in the lives of those facing various challenges.

Over the past year, we continue to witness the power of community collaboration in addressing some of the most pressing issues that affect our neighbours. Our services have supported the lives of many, providing a helping hand when it is needed most, offering support, and instilling hope. Whether it is delivering emergency relief during crises, assisting someone to secure accommodation, or offering counselling and educational resources, we are here to walk alongside individuals and families on their journey towards stability and well-being. We are optimistic and continue to be inspired by our employees and community partners for their ongoing commitment to create a stronger, more inclusive, and supportive community for all in the South West. Together, we can make a significant difference in the lives of those we serve and create a community that genuinely cares.

Release Support



Merinda Robertson

RELEASE SUPPORT MANAGER

The Release Support team believes that every person deserves a community to support them, care for them, find a place and purpose within, and a community to give back to. That is why we do what we do. We support people to find their way back into their community or build a community they may never have had before.

This year saw our transition out of several Covid-19 lockdown periods and back into uninterrupted service delivery. This transition was smooth and welcomed by all parties. Additionally, this year saw our contracted service periods extended and adjusted as we move to the commissioning stages of Reintegration and Rehabilitation. These adjustments have opened opportunities to expand the service going forward, and we are making this our priority over the next 12 months. In preparation for potential expansion of services, several training opportunities were provided to the team to support continued quality professional development. Training focused on working with perpetrators of violence, specifically family violence, and behaviour change.

Excitingly, we increased our advocacy and sector engagement this year. This included being a part of the organising committee for the 2023 Reintegration Puzzle Conference. We were also provided with an opportunity to present during the conference, with the focus of our presentation being on the need for collaboration across service providers, stakeholders, and government funding bodies.

The first of the two transitional properties were successfully refurbished this year, receiving much needed new flooring, tiling, solar panels, window screens, bathroom upgrades, kitchen upgrades, and a coat of paint. Bringing our properties up to a higher standard supports our clients in caring for and valuing the place they call home.

The standout challenge for this year remains the housing crisis and increased cost of living. These have real and immediate impacts upon our clients. Our team has worked incredibly hard to persistently overcome these challenges and find every practical alternative solution. We continue to look at ways we can innovate, collaborate, and find success in the most unlikely circumstances.

Looking forward, we continue to improve development opportunities for our employees which will in turn support our clients reach their goals. A new position of Team Leader Release Support has been approved and will be implemented late 2023. We look forward to continuing to expand our quality services and seeing the exciting new innovations that the team can put into practice.

We have also strengthened our relationship with Breakaway, our ACCO partner, in providing reintegration services. We are looking forward to further developing our support for the community alongside the Breakaway team.



17

Clients provided
Transitional Accommodation



40

Clients completed the
Pathways Program for
AOD treatment



555

Clients provided with
Re-integration support



8496

Family and Friends supported
through the Bunbury Regional
Prison Family Visitor Centre



90

Clients provided with
Parenting Support



640

Post-release community
linkages and referrals to
relevant services

Homelessness Report

Our Homelessness Services are Navigating Challenges and Fostering Innovation



Jordan Smith

YOUTH SERVICES TEAM LEADER

Youth Homelessness & Support Services

BUNYAP STATS:  **1620** Bednights

 **24** Young People accommodated

In the past year, the Youth Accommodation Support Service (YASS) has been navigating a continually challenging local housing climate. For the cohort of young people that require access to our homelessness services, opportunities to secure long-term and safe housing options are rare. This challenge has been amplified by a growing number of families experiencing homelessness, therefore reducing the possibility of a young person returning to their family unit.

Bunyap (Bunbury Youth Accommodation Program) has remained at capacity for most of this year. This can be attributed to a rise in referrals for young people aged 15-19 requiring crisis accommodation, alongside the need for young people to remain in the program longer than the usual 3-month stay. Not only is this because of young people with few housing options, but also indicative of the lack of appropriate placements for children in the care of the department of child protection, and specialist mental health supported accommodation for young people within the South West region. This has also impacted the complexities of the young people accessing YASS accommodation supports, placing additional strain on day-to-day service delivery. In response to this, Bunyap House has recruited a senior youth worker to add additional support within the youth work team during the evenings.

The Youth Services team has been creative in its response to these challenges; some transitional properties have been adapted to accommodate a small number of single young people in house share arrangements under intensive case managed supports. This is proving a worthwhile venture, allowing Case Workers to support young people in preparing for semi-independent living.

The Bidee program continues to provide Alcohol and other Drug education to young people within the Youth service. This program continues to be invaluable to clients, assisting to reduce negative outcomes from a harm minimisation perspective.

The Youth Services team continues to collaborate with other youth-based agencies to find solutions to young people's housing needs. Collaborations with Horizon House and Housing Choices in particular, have resulted in some permanent community housing placements. Young people also continue to be represented and advocated for within the Bunbury Rough Sleepers Co-Ordination Group.

The Youth Services Team looks forward to the next 12 months of challenges in this space. We will keep working creatively to find safe solutions for at risk young people affected by homelessness in this region, whilst providing strong advocacy for change in youth focused accommodation in the South West.



“The thing I liked was how **up-front** Accordwest was with the **support** I could receive.”

Adults & Families Homelessness

The Adult and Family Homelessness Service has faced an uphill battle in the past year, as limited resources clashed with the ever-increasing need for support within our community. However, rather than succumbing to these challenges, our service has risen to the occasion, demonstrating remarkable resilience and innovation.

The heart of our success lies in our collaborative approach with likeminded support agencies. In the face of resource constraints, we have worked closely with the Department of Communities to adapt and evolve our services within the current agreements. As an active member of the Bunbury Rough Sleepers Group, coordinated by the WA (Western Australian) Alliance to End Homelessness, and Housing Choices WA Djuripiny Mia Supportive Landlord Project, we continue to see people experiencing homelessness transition into safe, long-term accommodation. These partnerships have been instrumental in enabling us to continue providing essential assistance to individuals and families facing homelessness.

In the spirit of innovation, we have shifted our focus toward finding creative and sustainable solutions to address the rising demand for our services. This approach will allow us to make the most of the resources available, ensuring that each dollar invested in our program is maximized for the benefit of our clients.

Throughout this challenging journey, our commitment to serving those experiencing homelessness and housing instability has remained unwavering. We have harnessed the power of teamwork, resourcefulness, and collaboration to create a safety net for our community's most vulnerable members. Our dedication to innovation has driven us to explore new avenues, engage with the community, and develop novel approaches to tackle homelessness and its underlying causes.

As we move forward, we remain steadfast in our efforts to ensure our value to support more people through support, shelter, and pathways to stability for adults and families in need. We are grateful for the ongoing support of our funding body and the unwavering commitment of our employees, and community partners. We'd especially like to extend our heartfelt thanks to Dreambuilders Church Bunbury for their continued support over the last year. Their generosity has enabled us to provide Welcome Packs to everyone who enters our accommodated support service. These packs are tailored to the individual or family and is essential to providing people comfort and dignity after being accommodated.

Together, we can continue to make a difference in the lives of those we serve and push forward with a collective determination to address the pressing issue of homelessness in our community.

Families & Children Services



Steven Kefalinos

FAMILIES & CHILDREN TEAM LEADER



295 individuals and families
across three services areas

The foundation of the Families and Children services is to support individuals and families to establish relationships that function in a loving, healthy way, and provide young people what they need to flourish. We reflect on a busy and successful year that has supported over 295 individuals and families across three services areas; Reconnect, Family and Relationship, and the Children and Parenting Support services.

With a collaborative community focus, we have participated in community events such as the Bunbury Big Swamp Walk and Community BBQ during Mental Health Week, and the Bunbury Senior High School Sleepout for the Homeless. Both resulting in opportunities for increased collaboration between services, and nurtured passed stakeholder relationships, and igniting new ones.

Our collaborative focus goes beyond community, with an internal focus on improving clinical processes for both the Young People accessing services and the Employees who are supporting them. Reconnect, which supports 12 to 18 year olds at risk of homelessness, has been working closely with the Youth Homelessness team to maximise supports and resources available, with the aim of achieving long term outcomes for

the Young People and their families. To improve service accessibility, our service information and marketing materials have been updated with a fresh design. Information on the Accordwest website is scheduled to be updated before the end of 2023.

Continuous improvement of our services is important for both client outcomes, and employee professional development. To support improvement, we have implemented weekly Clinical Case Review meetings which have been a resounding success. Providing a safe space for Clinical Governance in best practice and improving outcomes for clients. The year ahead looks bright for Families & Children services; we aim to tackle the fallout from the Covid-19 pandemic, the current housing crisis, and the escalating cost of living dynamic. We plan to expand our service reach throughout the South West and develop fresh group activities aimed at supporting new client groups within our local communities. Strengthening current relationships and forging new ones within the school system will only drive our early intervention and support capabilities.

Client Services & Emergency Relief



Pippa Whalley

CLIENT SERVICES TEAM LEADER



3,132

**Individuals & Families supported
with financial and material aid**

\$186,976

**financial aid provided
in Emergency Relief**

\$150K

**Grant through
Lotterywest**

Client Services play a vital role in our connection to community; it's the first interaction for all members of the community through our service centres, and through the provision of Emergency Relief throughout the South West Region. The team is motivated in supporting vulnerable members of the community who are facing financial hardship and provide care and supports that can lead to better outcomes and future self-sufficiency.

This year has seen many positive changes in the Emergency Relief Program, with the redesign of the program to focus on delivery of a wraparound service that aims to support individuals experiencing financial distress or hardship. There has been an increase in clients accessing financial counselling to seek assistance with outstanding debts, and implementing budgeting strategies that consider long-term financial gains.

The housing crisis has had a snowball effect on the already struggling community, who are already working hard to survive with the inflated cost of living. We have seen an increase in people falling into financial hardship for the first time, including individuals who are employed full-time. Thankfully, the Emergency Relief Program was awarded an additional \$150K Grant through Lotterywest which has been used in conjunction with funding from the Department of Social Services to provide financial assistance and material aid to the vulnerable and disadvantaged within the South West.

We continue to welcome donations and contributions from our local communities, and have been successful in collaborating with the Foodbank mobile service which allows clients to access heavily reduced grocery items. We have also seen an increase in the community engagement with Foodbank and continue to support clients financially to access this service.

We have been fortunate to attend many local community events across the South West, and look forward to continuing this collaboration and presence with an overarching goal of bringing individual's, agencies and organisations together creating community awareness and a support platform for our community.

Our focus moving forward is to continue our collaboration with external agencies and organisations and focusing on further developing our Outreach services to people across the South West. Accordwest promotes change in the community through working with a person-centred approach as well as encouraging clients suffering from financial hardship to explore and address the root causes to reduce the likelihood of clients falling into financial hardship in the future. We are constantly looking for opportunities to continue developing our Emergency Relief Program to adapt the program to the changing environment around us. We will continue to actively seek alternative funding sources and implement other measures which provide the community with choice.

Children & Youth Services



Lisa Clarke

EXECUTIVE MANAGER CHILDREN
& YOUTH SERVICES

Accordwest continue our unwavering commitment to providing the best possible care for children in out-of-home care. In the realm of Children and Youth Services at Accordwest, the past year has brought forth many challenges and opportunities to support vulnerable young people.

One notable, emerging trend is the consistent rise in the number of children entering out-of-home care, particularly among a younger demographic. Equally significant is the fact that children are staying in our care for longer durations compared to previous years. This increased complexity in caring for our children underscores the critical need for ongoing training for our dedicated care workers. Our commitment to providing the highest standard of care has led us to maintain our investment in the Therapeutic Crisis Intervention training, a program that has proven its effectiveness in equipping our team to handle challenging situations with care and professionalism and assisting the children with their emotional regulation.

Last year marked the introduction of Work Health and Safety (WHS) legislation, and Accordwest has since taken significant steps to safeguard the well-being, safety, and work-life balance of both our in-care individuals and our employees.

We have meticulously reviewed and updated all policies and procedures, creating new, relevant information to support our team in delivering their vital services.

Building upon the foundation laid last year, our focus on the thorough collection of information and informed risk assessment remains a pillar of our operations. This year, we have extended this approach to implement desktop and placement audits, leading to valuable insights into areas where processes can be enhanced, efficiencies increased, and overall operations improved. The creation of new reporting procedures has also benefited our team and will ensure that relevant data is effectively recorded and conveyed to the Department.

The impact of the Covid-19 pandemic on recruitment and retention in the Western Australian employment market has been profound, and our sector is no exception. Recruitment and retention continue to present challenges, further exacerbated by the housing and economic crises. In response, Accordwest has conducted a thorough analysis of our employment strategies. Our aim is to provide stronger support to our employees, enabling them to achieve a more fulfilling work-life balance.



“Everything was addressed with **great detail** and **super helpful.**”

Additionally, our Children and Youth Services sector has undergone organisational structure changes and development, leading to the creation of new positions within our team. These changes were poised to strengthen and enhance our team dynamic, ensuring that we can continue to meet the evolving needs of the children and youth under our care.

In conclusion, the past year has been marked by resilience and adaptability in the face of ongoing challenges. Our unwavering commitment to providing the highest standard of care to children in out-of-home care remains at the forefront of our mission. As we move forward, we will continue to evolve and adapt, ensuring that our team has the necessary tools, support, and organisational structure to provide exceptional care to those

who depend on us. Together, we will navigate the ever-changing landscape of child and youth services, always striving to make a positive impact in the lives of the children we serve.

At the time of the release of the Annual report we learned we were unsuccessful in the OOHC tender, and it is without doubt an emotional time for the whole team who forged strong bonds with the children and young people and made significant gains in the practice and performance of the service. We are well supported by the rest of the organisation and our CEO and Board and know we will be saying goodbye to the young people and each other in a sensitive and respectful way.

Social and Community Housing Strategy

Ross Kyrwood was engaged as Executive Advisor Social and Community Housing in late December 2022 to provide advice and support to the Executive Manager Programs and Chief Executive Officer (CEO).

In January 2023, the CEO requested the development of a strategy discussion paper for consideration by the Accordwest Board and in turn the Property Committee, as Accordwest considers its strategic objective and intent in relation to its Social and Community Housing portfolio and how it enables Accordwest to fulfil its aspiration to end homelessness in the South West. The development of the Social and Community Housing Strategy was assisted by Conni Warren from On the Same Page Consulting.

The Accordwest Board met in September 2023 and supported the development of options that intentionally focus on being a Client Support organisation, a Tenancy Management and Property Development Organisation and how it may choose to consolidate on its current client support contracts and maximise the opportunity provided through the Southwest Homelessness Trial and the upcoming Commissioning process as well as the grants available from the state government and the Housing Australia future fund (HAFF).

Accordwest will also consolidate and mature its current tenancy management and remain focussed on strategic asset planned maintenance, property inspection and maintenance systems and processes, reporting systems and processes and very importantly

stakeholder relationships through a process-based approach to quality management. This will support the organisation's aspirations to grow the services and achieve operational plans, objectives and outcomes in partnership with the sector and in its own unique ways.

The organisation is investigating and developing capacity and capabilities in proactive property development and will look at options and partnerships to organically grow Accordwest's housing portfolio to 100 or more homes over time. Accordwest aims to do this through responsive and innovative approaches whilst it sustains quality Tier 3 Community Housing provider services.

Community Housing Grant

BUNYAP 2.0 (Bunbury Youth Accommodation Project) Expansion



\$5M

by from the Department of Communities'

In the early part of FY22/23 Accordwest were granted \$5M by from the Department of Communities' Community Housing Grants program to complete the BUNYAP Expansion Project. This project expands the service of the BUNYAP Crisis Accommodation building by adding eight semi-independent living units right next door, with extended tenancy periods to allow tenants to gain

“Always happy to go out of their way to put me in a **better situation.**”

life skills and experience what it may be like when they progress to a permanent accommodation solution. The tenants in these units will be supported by Accordwest employees who will be onsite on the offices on the lower floor of the building. The office space is intended to hold both the Youth and Adult Housing and Homelessness Teams. The progress this year has us now holding an approved Development Application from the City of Bunbury and finalising the design of the building with the expert guidance from MCG Architects.

Collie

The new builds planned for Collie turned from idea to reality this year, with designs selected and a builder engaged to complete the works. Dale Alcock Homes have been selected to deliver three, 3x1 units to Collie, funded by the Department of Communities' Community Housing Grants. Practical completion is anticipated to be on track with the Department of Communities deadline of December 31, 2024.

Refurbishments

The 2022/2023 year saw significant progression in the Community Housing Grants Refurbishment project. The Project Team worked hard to build relationships with three local builders working with them to develop a project schedule that allowed tenancies to come to a natural end before work commenced. Adherence to this schedule has resulted in minimal impact on our Homelessness Programs and current tenancies. The Project Team was able to successfully apply for funding variation with the Department of Communities resulting in new flooring, fresh

paint, upgraded kitchens and bathrooms and landscaping to be completed across an additional four properties ranging from Bunbury to Margaret River. By June 2023, the project saw six properties refurbished to the point of being ready for tenancy.

Shelter Awards Win



'Best Regional Project or Initiative Award'

We are so proud to announce our Tiny Houses project was recognised with the 'Best Regional Project or Initiative Award' sponsored by Rio Tinto at the 2023 Shelter WA Homelessness & Community Housing Awards. The awards night was held on 19 September 2023 at the WA Museum Boola Bardip to recognise and celebrate the outstanding contributions from organisations and individuals in community housing and homelessness services across Western Australia. Winning this award is a resounding endorsement of the success of Tiny House's trial and its positive community support. It reaffirms our strong leadership in the region, and the significant contribution our Tiny Houses project has made to homeless people and housing solutions in the South West. Thank you so much to everyone including the Salvation Army who provided a safe space for the homes and many others who have been involved in the Tiny Houses initiative. For a small project, Tiny Houses have made a substantial difference to real lives.

Practice Development



Josie Pickering
EXECUTIVE MANAGER

The learning and development team trained more than 115 new starts and have been working on retention strategies through training, mentoring and in-house related stages to support a safer life at work. Training and development of our people ensures quality services to our clients while maintaining a mutually beneficial relationship with our employees. Delivering multi-faceted support and training is a significant focus. The services are dedicated to supporting recruitment objectives through offering regular induction training, tailored to Professional Development opportunities, and supporting progression for career pathways for all employees.

We continued to offer strategically placed, culturally appropriate supports to ensure we serve each other, and our clients in the best possible ways.

New and revised Policies and Procedures were made available to all employees in online learning tools to aid in the safeguarding of our people and clients while providing a system to guide our colleagues in the correct processes within their roles.

Quality and Systems management prompted a rigorous auditing process across all placements, while collaborating with the Department and other stakeholders to facilitate compliance. The

team have undertaken comprehensive audits of the Client Management systems in Children and Youth Service which led to improvement in record keeping strategies and the establishment of new improvement projects. The ELMO Learning and Development project is ongoing and monthly courses were introduced aiding in information retention and application of knowledge.

The #fosterlife campaign started in 2022, using fact-based research it was launched in 2023, the main purpose was to add new carers over the next 12 months and with the inclusion of present foster carers, board members and employees driving the campaign, we have had eight (8) new carer assessments in progress as at the time we learned we were unsuccessful in the OOH tender.

Camps and ongoing cultural support for the organisation continues, while leadership teams attended a culturally immersive day with a local elder in Mandurah. Similar cultural programs will be implemented on a regular basis inclusive of all Accordwest employees. The cultural team has developed a cultural calendar relevant to events and recognition days and incorporates our multicultural dynamic embracing our cultural diversity and encouraging inclusiveness in every aspect of our organisation.



People and Culture

Our People and Culture department has continued to develop and implement the strategies identified since being established as a new team in 2021/22.

We have reviewed and defined the roles in the team, including the addition of a Talent Acquisition Officer and a People & Culture Business Partner.

Our key focus is looking after our people and an employee engagement survey was completed during the year to help us identify our strengths and develop initiatives to address areas for improvement. From there, we have enhanced our Policies and Procedures for the organisation, undertaken extensive Workforce Planning, and implemented recruitment and retention strategies to find skilled and qualified people and see our team members engaged in their workplace.

Our Workforce Planning has resulted in hiring additional team members across all areas and increasing the number of leadership roles in the business to support our teams. We have also reviewed the length of our shifts resulting in the creation of new shifts to the roster.

Our recruitment strategies have prompted the review of our systems and processes, and we have commenced streamlining our recruitment and onboarding systems to ensure a smooth transition into the business for new employees.

We are also now able to consider international applicants after being approved for visa sponsorship as an organisation and have engaged with educational institutions for student placements.

Retention is a key focus going into the coming 12 months and we are completing projects to assist with employee psychological well-being, further leadership training and team workshops.

Our teams have developed Charters which have provided guidance and increased team cohesion. We are looking forward to the next year which will see many more People & Culture initiatives come to life and an even greater connection between our people and our business as people are our purpose.

Corporate Services



Kristy Hill

CORPORATE SERVICES MANAGER

The Corporate Services team at Accordwest has experienced consolidation, resulting in improved efficiencies and business support across Risk and Compliance, Asset Management, Finance, and ICT (Information and Communication Technology). This professionalism is enhancing operational outcomes and the implementation of the strategic plan.

Asset Management

The Asset Management team has been diligently managing daily issues across the asset and property portfolios, including renovating, and updating the social and community housing with funds provided by the Department of Communities Community Housing Grants Program. The teams responsibilities include managing housing and motor vehicle fleets, as well as technology assets across the organisation. Major projects include Bunyap 2.0, a safe space for youth homeless individuals, three Collie homes, transitional housing for women and their families, alongside the property refurbishment. The team has implemented GPS-enabled mobile devices for lone worker safety and upgraded property security systems, while also working on GPS and safety systems for the motor vehicle fleet.

Finance

This year has seen significant growth and consolidation for the Finance Team, focusing on improving the timeliness and accuracy of financial processing and reporting processes. New purchase cards have replaced manual processes, leading to increased efficiency in both operational and finance teams. The team has also collaborated to provide financial education and training to Executive Managers and other

leaders, embedding monthly online financial reporting using Power Bi analytical tools. The team is committed to finding further efficiencies in accounting processes and ensuring clear communication in all financial activities.

Risk and Compliance

The Risk and Compliance team has achieved numerous successes in the past year, focussing on clear policies and procedures for our people supporting vulnerable clients in all programs. Audit procedures and compliance policies incorporating legal, regulatory, and contractual obligations have been developed. Audits have been implemented, capturing, actioning, and monitoring findings, fostering a safety culture. The team is continuously improving, also focusing on psychological safety, a key risk, and embedding a proactive culture to ensure a safe and secure future for our people and the people we serve.

Information Communications Technology

Accordwest is continuously improving its ICT tools to enhance productivity and communication. The organisation has implemented SharePoint document libraries, improving data accessibility and security. The ICT team is focusing on improving current software solutions and implementing novel solutions to streamline efficiencies and focus on people.

The Corporate Services Teams success relies on its stability and understanding of the organisation. Collaborating with employees helps develop our processes and improve data timeliness and accuracy, enhancing service delivery quality and service continuity for the future.



Treasurers Report



Wayne Evans

TREASURER

I would like to share some news about our organisation's recent accomplishments and transformations. Over the past year, we have seen an improvement in various facets of our operations, with a particular emphasis on financial stability, enhanced operational efficiency, and key leadership transitions.

First and foremost, our financial situation has undergone a significant and positive transformation in comparison to the prior year. Following a challenging period marked by financial losses, we have successfully reversed this trend and now find ourselves in a much more favourable and sustainable position. This turnaround is a testament to the unwavering dedication and tireless efforts of our entire team.

To achieve this financial turnaround, we undertook a comprehensive review of our expenditure patterns and implemented tighter controls through process improvements and enhanced practices. These changes have not only allowed us to curtail unnecessary costs but have also provided us with the ability to allocate our resources more efficiently. We are indebted to our dedicated employees for their adaptability and their enthusiastic embrace of these necessary changes.

Additionally, we have revamped our monthly reporting practices. Guided by our dedicated Executive Manager and our skilled accountant, these improvements have led to more timely and informative monthly reports. Our board now enjoys a clearer understanding of our financial performance, which, in turn, enables us to make more informed decisions for the betterment of our organisation.

Furthermore, we take this opportunity to extend a warm welcome to Kristy Hill, who has assumed the role of Executive Manager Corporate Services (EMCS). We have great confidence in Kristy's wealth of experience and expertise, and we believe her leadership will significantly benefit our organisation's ongoing growth and evolution. We also wish to express our thanks to Tracey Ford for her invaluable contributions to our organisation before her retirement.

During the transitional period between EMCS leaders, Pamela Leek played a vital role by stepping in to provide essential support in the finance and accounting department. Pam's dedication and hard work during this challenging time deserve our sincere recognition and appreciation.

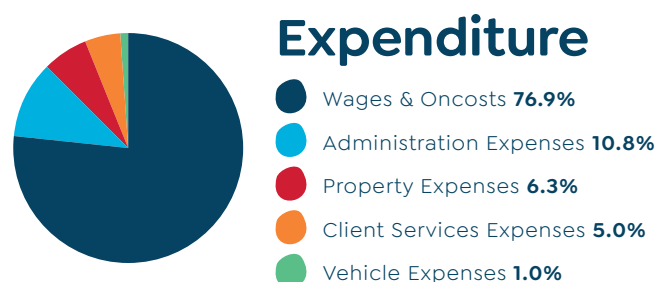
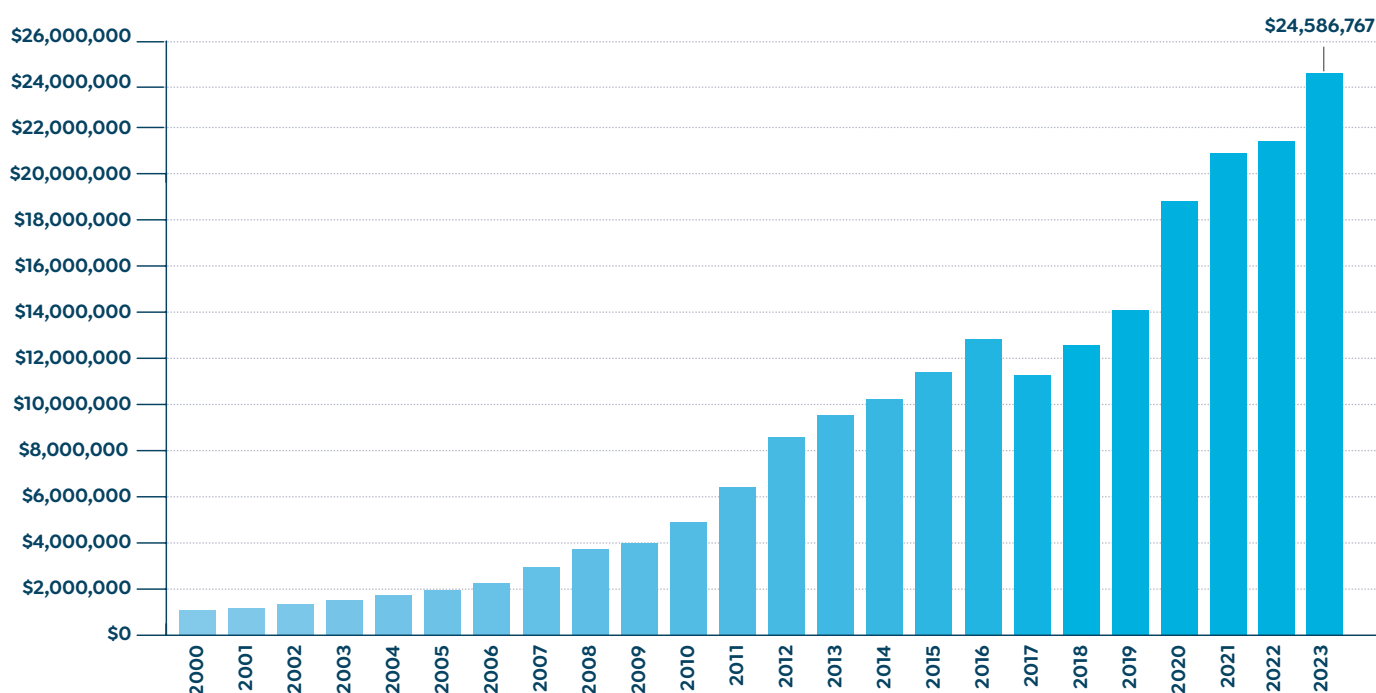
In the realm of project development, we are thrilled to report substantial progress on the Bunyap 2.0 project. We extend our thanks to the funding body that has supported us in this endeavour. The success of this project underscores our unwavering commitment to innovation and excellence in our programs and services.

As we look ahead to the 2023/24 fiscal year, we acknowledge the challenges presented by the loss of the Out of Home Care programs and their associated funding. Our strategic focus will be on meticulously planning for an orderly transition of these programs to new organisations while

ensuring our organisation is appropriately sized to address the forthcoming challenges. With our dedicated team we are confident in our ability to navigate this transition successfully.

In conclusion, our organisation is currently positioned for future success, thanks to the collective efforts of our team members, the strong and dedicated leadership, and the support of our valued partners. We eagerly anticipate the opportunities and challenges that lie ahead and remain steadfast in our commitment to our mission, which is to make a positive and enduring impact in our community. Together, we will continue to grow, evolve, and thrive.

Income Growth From 2022 to 2023



Our Board



Mark Chadwick
CHAIR



Michael Lay
VICE PRESIDENT



Wayne Evans
TREASURER



Barbara Meddin
SECRETARY



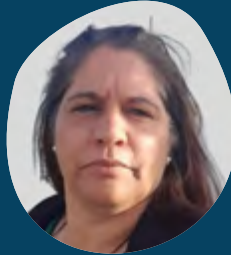
Dr. Sue Chapman
BOARD MEMBER



Marlon Fernando
BOARD MEMBER



Dean Lavers
BOARD MEMBER



Joslyn Eades-Tass
BOARD MEMBER



Anthony Mills
BOARD MEMBER

Associate Members



Bruce Lynch
ASSOCIATE MEMBER



Nathan Papas
ASSOCIATE MEMBER



Dean Lavers
ASSOCIATE MEMBER



Graeme Carlin
ASSOCIATE MEMBER



Tom Kettle
ASSOCIATE MEMBER



Jimmy Maher
ASSOCIATE MEMBER

From the Heart



We'd like to thank the many organisations and government departments that continue to contribute to the success of Accordwest. Continued funding over the last 12 months provides the foundation for the positive community changes we seek.

Thank you to these major funding bodies:

- Australian Government Department of Social Services
- LotteryWest
- Mental Health Commission
- Western Australian Department of Communities
- Western Australian Department of Justice
- Western Australian Housing Authority.

We would also like to recognise the local businesses, community groups and individuals whose generous donations, in-kind support and assistance have played a large part in our achievements throughout the year.

The Accordwest team are very grateful to be trusted by the people we serve in the work we do. Some of the most vulnerable people in our community allow us to listen, tell us their story, teach us their situation and let us offer support. The roles we play allow all of us to demonstrate compassion and remind us everyday why people are our purpose.

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If you are deaf, or have difficulty speaking or hearing English,
we are committed to helping you to access our services.

Accordwest acknowledges the Australian Aboriginal and Torres
Strait Islander peoples as the first inhabitants of the nation and
traditional custodians of the land we live, learn and work.



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