

tasc

Legal and Social Justice Services

# 2024

Annual Report

## Championing Equitable Access to Justice




*Side streets off Russell Street in Toowoomba give colour and life to the city centre.*

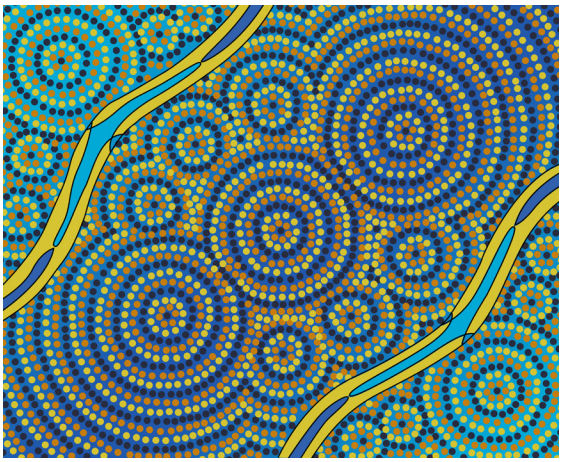
# Acknowledgement

TASC Legal and Social Justice Services acknowledge the Traditional Custodians throughout Australia and their continuing connection to land, sea and community.

We pay respects to all First Nation's peoples and to their elders past, present and emerging.

We acknowledge the Jagera, Yuggera and Ugarapul people of Ipswich, the Jagera, Giabal and Jarowair people of Toowoomba, the Mandandanji people of Roma, the Bigambul people of Goondiwindi and the Kambuwal people of Stanthorpe, the Taribelang Bunda, Gooreng Gooreng, Gurang, and Bailai Peoples of Hervey Bay and Bundaberg, The Wakka Wakka people of Cherbourg and the Gubbi Gubbi people of Gympie.

We acknowledge our staff and volunteers that contribute to supporting our communities, their legal rights and continuing to enable justice.



**In 2022, TASC purchased "Country" by Charleville based First Nations artist Eric Kent.**

"It is a very spiritual painting that was inspired by the lands of my country. The hills, ranges and creeks that move across the land. The blues and the greens are the colours of the waterholes and lakes that are left when the waters stop flowing and the yellow and orange colours are representative of the flowering wattle, mulga and gidgee that encompass my country."

Mr Kent passed away shortly after completing this work.


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*Art imitating life -public art in Charleville*


Absolutely wonderful, courteous and extremely helpful.
LEGAL SERVICES CLIENT

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## Theme

The theme of this year's annual report, Resilience and Authenticity, is deeply rooted in the lived experiences of the people and the communities we serve. As we've faced the intersecting challenges of a housing crisis, escalating cost of living, and the growing impacts of climate change, resilience has become more than just a necessity—it has been our guiding force.

Our clients, many of whom are already vulnerable, show immense strength in the face of these ongoing crises. We, as an organisation, have remained authentic in our response, ensuring that our services continue to meet their evolving needs with integrity and compassion. Whether it's providing advocacy, legal services, social work services or a combination of all three, our commitment to standing by the people and communities we operate in has not wavered.

These crises have manifested in real and pressing ways, with increased housing insecurity, rising rates of domestic violence, and growing demand for our services. The escalating financial pressures are compounding the vulnerabilities faced by many in our communities, while climate change is adding further uncertainty to already strained circumstances. This surge in demand for support highlights the resilience of our clients as they navigate these overlapping challenges, and it strengthens our resolve to provide authentic, responsive services that adapt to their needs.

Through these challenges, authenticity means acknowledging the difficulties head-on, listening to our clients, and adapting our services to reflect the realities of those we support. Resilience is about finding ways to uplift and empower people, even as the challenges grow more complex. This report celebrates the collective strength of our organisation and the people in the communities we operate in—working together to navigate an ever-changing world with courage, care, and a shared commitment to a better future.

## Our cover

The cover of this year's annual report draws inspiration from the street art and murals that bring vibrancy and life to many of the communities we operate in. These murals, much like the services we provide, are a symbol of resilience, identity, and unity. The colourful houses in the artwork reflect the diversity of individuals and families we support, all interconnected within a larger community. Housing remains one of the most critical challenges facing our clients today, and these houses also represent the struggle for secure, stable homes—a challenge we continue to address through our advocacy and support services.

The scales of justice depicted in the mural serve as a reminder of our mission to ensure fairness and equity in access to legal, social work, and advocacy services. The faces and soft lines in the artwork symbolise the human connections, care, and compassion that lie at the core of everything we do.

In line with our strong commitment to protecting the privacy of our clients, some of the visuals featured in this year's report, including the cover art have been crafted using generative AI. This innovative approach allows us to create meaningful, representative imagery while ensuring that no identifiable images of our clients are used. It reflects our dedication to maintaining the dignity and confidentiality of those we serve while celebrating their strength, resilience, and the vital role they play in our shared community.

# Chairperson's report

For many of the people we support, legal and advocacy problems rate among the most worrying and complex they will ever face. One of the great strengths of this organisation is the capacity to help others deal with many of these big challenges.

It is in this setting that every day our team members methodically work through issues, applying their collective knowledge with a real respect and compassion for those they assist. I am sure I reflect the appreciation of many in our communities when I say thank you.

Those of you away from the front line are working tirelessly maintaining the essential systems and processes that enable your colleagues to do their jobs. While your contributions aren't always obvious, they are certainly a core part of keeping TASC on track.

To Frances and the leadership group, thank you for having your eyes on the bigger picture, assessing risks and devising better ways to deliver services and measure progress. I acknowledge that it is not always easy working in this sort of environment, where the need for services never ceases and our people remain under pressure to keep delivering.

I acknowledge the valuable assistance of our colleagues and partners in other agencies, and express gratitude for the significant funding we have continued to receive from the Queensland and Commonwealth governments.

To TASC's many friends and volunteers, your generous giving of your expertise and time is much appreciated. I thank each one of our Board of Directors for your wise counsel and willingness to always make time for TASC amid your own professional commitments. This past year we have welcomed three new directors: Jan Ezidkhalo, Lelia Fallon and Jessica Goldie, who bring significant human rights and legal know how to the Board.

Thank you to everyone who has been a part of TASC's journey over the past year and I trust that you will continue to support the work however you are able.

Leslie Beames
Director, Chairperson
TASC National Ltd



# CEO's report

The 2023-2024 financial year has been one of growth, resilience, and adaptation for TASC. As demand for our services has continued to increase, particularly within the Queensland Statewide Tenants Advice and Referral Service (QSTARS) and our General Legal Services, we remain committed to helping individuals and families secure and maintain housing while advocating for their rights under the law. The tightening housing market across Toowoomba and Queensland has placed many under significant pressure, and TASC has responded by continuing to provide essential legal and advocacy services to those in need.

Across all our services, we have witnessed an influx of clients who have never previously required assistance. This trend has been most evident in our General Legal Services and QSTARS, and we attribute this to rising cost of living pressures affecting our communities. Family and domestic violence continues to be a pressing issue, with significant demand across multiple programs, particularly in the General Legal Service.

One of our notable achievements this year has been the Rural Motherhood Initiative (RMI). Funded in 2023, this pilot program is making a positive impact in Tara and Chinchilla, providing group sessions to young mothers and offering crucial support. The success of this initiative has been driven by strong collaboration with community organisations such as the Chinchilla Neighbourhood Centre and Tara Neighbourhood Centre, among others. We extend our heartfelt thanks to these partners for their commitment to building trust in tight-knit rural communities.

A key focus of the year has been a major organisational restructure aimed at enhancing the integration and efficiency of our service delivery. This restructure, which took effect during the financial year, was designed to align our legal and social justice services more effectively, ensuring that clients receive a holistic response to their needs. Programs such as Seniors Legal and Support Service, QSTARS Tenants Advocacy, and Mind My Legals were moved to the newly established Integrated Services Portfolio, led by a dedicated Principal Solicitor, David Manwaring. This restructuring not only consolidates related services under a single leadership structure but also strengthens collaboration between legal and social work teams, enabling a more seamless approach to resolving complex client issues.

We are particularly pleased to welcome Megan Inglis as the Principal Solicitor for General Legal Services. Megan's wealth of legal expertise and leadership has allowed TASC to expand the areas of law in which we provide assistance, enhancing our capacity to respond to the increasingly complex and varied legal challenges our clients face. This includes a focus on areas such as family violence and housing, which have been under significant pressure throughout the year.

The restructure has also provided an opportunity to enhance leadership across key portfolios, ensuring greater clarity in roles and responsibilities. By appointing Principal Solicitors to both Integrated Services and General Legal Services, we have improved the focus and specialisation of these crucial areas, ensuring better outcomes for clients and more effective management of our services.

In addition to these structural changes, disability advocacy has been a key area of focus. We have observed growing concerns around the National Disability Insurance Scheme (NDIS) due to ongoing system changes. TASC has been pivotal in providing advocacy for people living with disabilities, addressing their concerns and helping to have their voices heard on a national level through participation in peak bodies and reform submissions.

Elder abuse continues to impact older people in our community, with our Seniors Legal and Support Service continuing to support them through legal and social work services. In particular, financial abuse is increasing as a proportion of the matters we assist with as factors such as inheritance impatience and living pressures often contributing to this serious harm for those who deserve care, honour, respect and support at this time of their lives.

In the Mind My Legals program, we faced recruitment challenges this year, which led to a temporary pause in the service. This unique legal-social work model, which supports patients of Darling Downs mental health services, remains an important example of our integrated service delivery model. TASC remains committed to reinstating the program as soon as recruitment permits.

On the people front, we have made significant strides with the development and implementation of our People Pillars strategy, a two-year plan aimed at improving staff retention and fostering a positive organisational culture. With a portion of our workforce operating remotely, we have implemented regular feedback mechanisms, staff development opportunities, and wellbeing initiatives. Supported by a Human Resources specialist, these efforts have already enhanced internal communication and team engagement. Our quarterly gathering days have been instrumental in bringing our geographically dispersed team together, fostering stronger connections and collaboration.

This year, we also worked on embedding Quality

Assurance (QA) processes to improve our internal practices. The development of an integrated risk, ethics, and compliance framework has been a priority, ensuring we reflect on and review our practices continuously. Training workshops, including those led by Michelle Cutler in late 2023, were conducted with the Board to enhance governance practices. This has contributed to clearer, more accessible policies and procedures rooted in our core values of inclusion and diversity. Our Corporate Services team, led by our CFO Rohit Hirani, has made significant strides in modernising our systems, ensuring that TASC remains efficient and adaptable to changes in our operating environment. These improvements have streamlined operations and better positioned the organisation to handle increasing volumes of service demand.

Finally, Environmental and Social Governance (ESG) has become a central focus, particularly given the growing risk of climate-related disasters in Queensland. We have established a Risk and Governance Sub-Committee on our Board to address these risks and explore mitigation strategies. TASC staff have actively participated in Disaster Readiness workshops and the Technology for Social Justice seminar, gaining valuable insights into climate resilience and community needs during times of crisis.

At the heart of our approach to social governance is TASC's key mission: supporting vulnerable and marginalised communities by providing access to justice and advocating for social equity. This mission guides everything we do, from our daily work with clients to our systemic advocacy and law reform efforts. Our aim is to build healthier, more just communities in the regions we serve, ensuring that social justice is woven into the fabric of our operations.

However, as a not-for-profit organisation, we face significant constraints. The majority of our funding is dedicated to directly supporting those in need through our legal and advocacy services, limiting our capacity to invest heavily in ESG initiatives. Recognising these limitations, we are focusing on incremental improvements in our procurement and operational processes to achieve as much sustainability as possible within the constraints of our environment. We are proud to have already made strides by transitioning our vehicle fleet to hybrid models and eliminating single-use plastics from our marketing materials. Going forward, we will continue to explore opportunities to source ethical suppliers and further reduce our environmental footprint wherever feasible.

Despite these challenges, we remain committed to responsible practices, ensuring that our core mission of providing essential services is balanced with our environmental and social responsibilities. By focusing on continuous improvement, we believe TASC can make meaningful contributions to sustainability while continuing to serve those most in need.

As we reflect on the year past, we also look ahead with a sense of purpose. Our team's ongoing dedication to responsible practices, coupled with a culture of continuous improvement, ensures that TASC remains well-positioned to meet the evolving needs of our community. With the implementation of our restructuring, improved governance, and ongoing focus on people and culture, we are prepared to tackle the challenges and opportunities of the coming year. We will continue to evolve our services to ensure that we can support those most in need while advocating for social justice in the communities we serve.

Finally I would like to thank all the staff and our partners in service delivery for their hard work and dedication this year. I would also like to thank the TASC board for their positive engagement and support as we continue to improve as an organisation.

Frances Klaassen OAM
CEO, TASC National Ltd






*Jacarandas put on their display in Toowoomba every November.*

*Image taken along the Chalk Drive bikeway.*

# The year ahead

As we move into the 2024-2025 financial year, TASC is focused on several key areas of growth and development. The Rural Motherhood Initiative (RMI) pilot program will conclude in December 2024, and our team is preparing a comprehensive report on its impact and outcomes. We are proud of the progress made and look forward to using these learnings to inform future initiatives in rural areas.

The Regional Individual Advocacy program, which funds part of our Disability Advocacy services, will expand, thanks to the Queensland Government. A key part of this expansion will be a project examining service delivery gaps in rural and remote areas, with findings due by January 2025. This will enable us to better support regional communities with their advocacy needs, ensuring equitable access to services across our catchment.

One of the significant uncertainties we face is the future of National Legal Assistance Partnership (NLAP) funding, with current agreements set to expire in June 2025. Recent media announcements give us hope that a new agreement will be forthcoming, and we remain cautiously optimistic as we await further updates. The recommendations from the Mundy Report, which calls for increased funding for the community legal sector and improved pay parity, provide a beacon of hope for the future sustainability of community legal centres like TASC.

In terms of Environmental and Social Governance (ESG), we are committed to incremental improvements that align with our capacity as a small not-for-profit organisation. Our focus in the coming year will be on continuing the transition to a hybrid vehicle fleet and sourcing ethical suppliers for our operations. We will continue to explore other avenues to reduce our environmental footprint.

On the social governance front, TASC remains dedicated to supporting healthier, more just communities. This mission drives both our day-to-day services and our systemic advocacy efforts. Our Cultural Safety Group will continue its important work in promoting cultural safety for Indigenous and Culturally and Linguisticaly Diverse (CALD) Australians accessing our services, with a strong focus on ensuring cultural sensitivity across the organisation.

In terms of service delivery, we will remain focused on the Wide Bay and Burnett region as part of our Disability Advocacy efforts. Based on demand, we are assessing the location of our offices to ensure they are optimally placed to meet the needs of these communities.

With the Practice Services Team Leader role now fully staffed, we will concentrate on enhancing the client journey, ensuring a seamless experience from initial contact through to service delivery. Our evolving intake process, which now integrates both legal and social justice services, will play a key role in streamlining and improving the client experience.

In the broader landscape, several reforms and reviews will impact TASC's service delivery in the coming year. We have contributed to the Mundy Report, which calls for much-needed reforms to the funding model for community legal centres, and we anticipate that these recommendations will shape the sector moving forward.

Additionally, aged care and NDIS reforms are set to come into effect in September 2024. These changes will have a significant impact on our client base, particularly older Australians and individuals living with disabilities. TASC's Disability Advocacy service will remain at the forefront, ensuring we stay informed and equipped to advocate for the best outcomes for our clients.

As we look to the future, TASC is committed to continuing its mission of providing access to justice, advocating for social equity, and supporting the most vulnerable members of our communities. The year ahead promises to bring both challenges and opportunities, and we are confident that with the dedication of our team and the support of our partners, we will continue to make a lasting impact.

Frances Klaassen OAM
CEO, TASC National Ltd




You have been a rock for me. Professional, patient and kind. I will never forget the support and guidance you've given me ... [it ] has restored my faith in human nature. Thank you and stay safe.
TASC CLIENT

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*Gumbi Gumbi Gardens - a quiet place to reconnect at UniSQ's Toowoomba Campus*

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## About TASC

Established in 1982, TASC began as a community legal service in Toowoomba, assisting its vulnerable residents. Over the years, it has expanded its footprint to provide legal, advocacy, and social justice services across southern and south-west Queensland, including Ipswich and parts of Wide Bay.

This extension of services reflects the needs of rural communities. The organisation evolved into 'The Advocacy and Support Centre (TASC) Inc.' and established offices in Goondiwindi, Ipswich, Roma, Bundaberg, and Hervey Bay. From its origins as an incorporated association, TASC transformed into TASC National Limited, a company limited by guarantee and a significant community legal entity in Queensland.

Aligning with its core services, TASC adopted the title: 'Legal and Social Justice Service'. Federal and state funding enables TASC to deliver essential services. Our team, comprising lawyers, advocates, and social workers, collaborates with various stakeholders, ensuring comprehensive service delivery.

Our volunteer force contributes significantly, providing legal and administrative support to our clients. TASC is accredited by the National Association of Community Legal Centres for its legal services and the National Standards for Disability Services (NSDS) for Advocacy Services. We remain committed to our mission and thank the community for its support.

# Our logo

We have continued our branding implementation this financial year that incorporates new and old colours from previous TASC branding. It is a combination of what has built us, but also what remains the same.

The sweeping semi-circle symbolises togetherness, with the community and staff working together to form partnerships to continue to enable justice and change lives. The bottom of the circle is shaped like a hand to represent the guiding hand of TASC professionals to support the clients we serve.



# Legal Services overview

TASC General Legal Services operate in Ipswich, Toowoomba, Southern and South-West Queensland. Our team of solicitors provide information, legal advice and in some cases representation across a range of areas including family law and domestic violence, criminal law, child protection, and civil law. Where we are not able to assist, we refer to other organisations and law firms better equipped to provide a specialist service. We seek to equip clients with self-help strategies, fostering their autonomy in navigating legal challenges.

Legal services operate out of physical offices in Toowoomba, Ipswich, Goondiwindi and Roma, but also work in collaboration with community and neighbourhood centres across our catchment for face-to-face appointments, to facilitate phone and online outreach, and to provide comprehensive Community Legal Education in the areas of law in which we work.

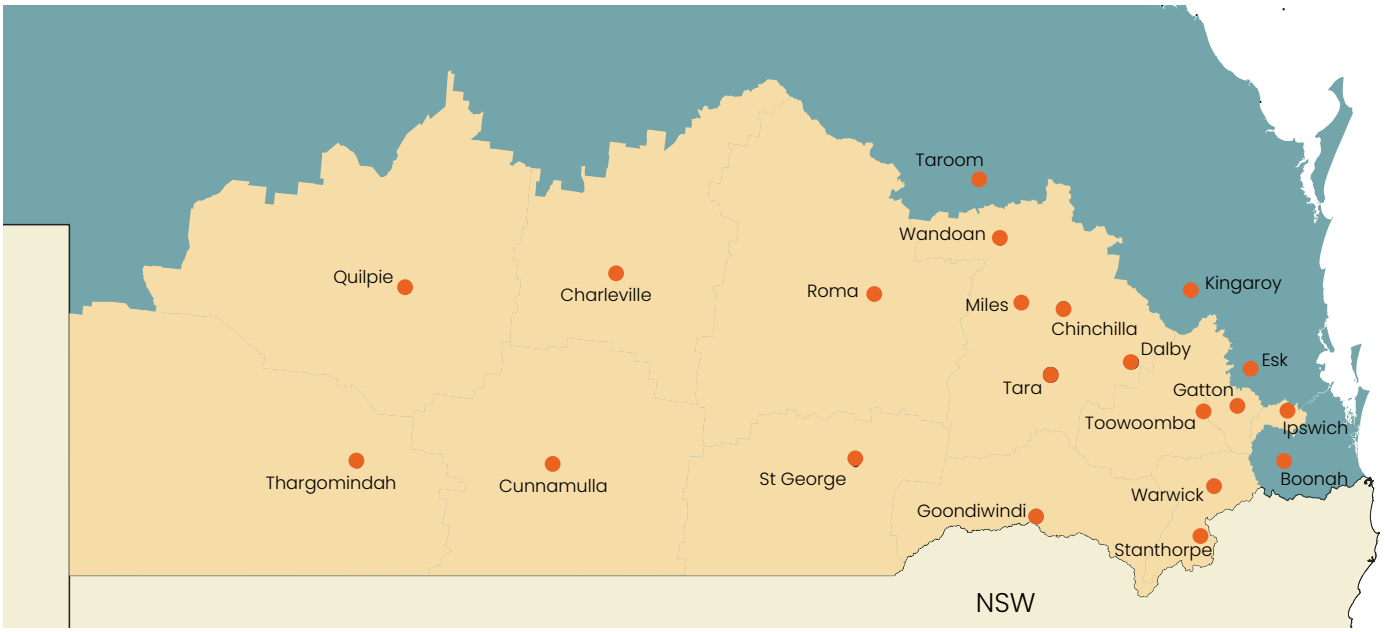
Our legal services programs are funded for specific geographic areas within TASC's wider catchment area (see Map 1.)

### Rural Women's Outreach Legal Service

Exclusively tailored to women in low to middle income situations residing in Miles, Chinchilla, Tara and surrounds, RWOLS is a free outreach service providing vital legal assistance to women in these communities, who may otherwise have difficulty accessing legal services. Our solicitors visit these areas once a month to provide in-person advice and assistance.

### Duty lawyer service

TASC's generalist solicitors also provide a Duty Lawyer service in conjunction with Legal Aid at the Toowoomba and Ipswich Magistrates courts. Presently, we provide Duty Lawyer services in Domestic and Family Violence. Duty Lawyer clients can continue to access our service for further advice after we have assisted them at court.




*Map 1: TASC's Legal Services catchment.*

# Integrated Services overview

To better champion human rights TASC employs both an Integrated and a Generalist model for legal service delivery. The Integrated Services address multifaceted issues, complemented by the Generalist Legal Services which pivots quickly to respond to a wide range of legal matters. Both services are overseen by a Principal Solicitor.

The Integrated Services are comprised of TASC's Seniors Legal and Support Services (SLASS), Tenancy advocacy service QSTARS, and mental health focussed health justice partnership, Mind My Legals (MMLs). These programs adopt a dual discipline approach to address both legal and related psychosocial issues. This client-centred and collaborative model recognises that legal or quasi-legal problems are frequently intertwined with familial, social or other concerns, and require a comprehensive approach to address all aspects effectively.

Through the integration of diverse disciplines, such as social work and tenant advocacy, TASC ensures that clients receive well-rounded and effective support. SLASS and MMLs pair solicitors with social workers, while QSTARS features tenant advocates working under the supervision of a solicitor.

### Seniors Legal and Support Service:

Assisting older people in Toowoomba, Ipswich and the wider Ipswich hinterland (See map 5.), SLASS provides free legal services, social support and practical help to people at risk of or facing elder abuse. The SLASS team supports the older person in making decisions and empowers them to address legal and non-legal challenges through a dedicated team of solicitors and social workers.

### Tenancy advocacy - QSTARS:

Beyond legal rights, QSTARS considers tenants' social, economic, and health-related needs; recognising that housing stability is intertwined with broader life circumstances. They do this by providing advice and assistance to help understand tenancy rights and responsibility, support to resolve tenancy issues, advocacy to communicate with the lessor or agent, preparation and assistance for QCAT hearings and referral. TASC's service operates under the statewide Tenants Queensland QSTARS program.

### Mind My Legals (health justice partnership):

In collaboration with the Darling Downs Hospital and Health service, this program recognises the crucial intersection of mental health and legal issues. By addressing both aspects simultaneously, it promotes overall health and stability, highlighting the importance of health justice partnerships in delivering integrated support that combines legal and mental heath care for more effective outcomes.

The program is for people experiencing mental health issues, whether officially diagnosed or not, who are currently inpatients in the Acute Mental Health Unit (AMHU) at Toowoomba Hospital. Services can continue after discharge, mainly focusing on those living in the Darling Downs Health District (DDHD). However, since admissions can include people from other areas like the South West Health Service (e.g., Roma or Charleville), the key requirement is that they are currently an inpatient in the Toowoomba AMHU.




*Map 5: TASC's Seniors Legal and Support Service funded service area.*

# Social Justice and Advocacy Services overview

TASC National's Social Justice and Advocacy Services provide a structured framework to address societal challenges for vulnerable groups through southern Queensland communities.

Each program in the portfolio is meticulously designed to cater to specific needs and underscore TASC's dedication to service delivery, trauma informed approaches and holistic advocacy.

Due to funding, each program operates in a clearly defined geographic area, with TASC's Disability Advocacy Service covering the largest area (see Map 2.).




*Map 2: TASC's Disability Advocacy Service's catchment.*

## Disability advocacy

TASC's Disability Advocacy service provides tailored support to individuals with disabilities or mental illness across a wide geography (see Map 2.).

TASC's Disability Advocates support justice, equity and fair treatment. Our team speaks, writes and acts for individuals to ensure their needs are met and their rights are upheld in the wider community. We support people to advocate for themselves to the greatest extent possible.

## Mental health advocacy

A service for residents within the Darling Downs Health Network (see Map 3.), this program focusses on providing structured support to individuals with mental health conditions. It emphasises collaboration between advocates and clients to address key challenges, especially pertaining to system navigation and addressing discrimination.

This service works in partnership with the Darling Downs Mental Health Unit and conducts regular visits to some Toowoomba based mental health facilities and wards.




*Map 3: Darling Downs Primary Health Network.*

# Social Justice Services overview

## National Redress Scheme Support

Operating throughout the Darling Downs and Maranoa (see Map 4.). This service is funded to assist survivors of institutional child sexual abuse to navigate the National Redress Scheme.

Offering a holistic approach, it guides individuals through the intricacies of the National Redress Scheme application, ensuring precision and sensitivity and also providing emotional support and counselling for clients throughout what can be a very emotional and confronting process.

## Rural Motherhood Initiative

The Rural Motherhood Initiative (RMI) is an innovative pilot program aimed at breaking the cycle of domestic violence. The initiative focusses on young women and mothers living in the communities of Tara, Chinchilla and Miles on the western Darling Downs and aims to provides an early intervention and educational approach to breaking the cycle of domestic and family violence. It does this through group-based sessions which are aimed at enhancing feelings of agency in mothers and pregnant women as a means of interrupting intergenerational patterns of violence against women and children.




*Map 4: Toowoomba, Darling Downs & Maranoa forms the funded catchment for TASC's National Redress Scheme Support Service.*



*Vibrant colour - public art in Charleville*



*Riverside walk in Ipswich, a beautiful public facility which brings a sense of serenity and solidity to the busy city.*

*Photo ourtesy of TASC SLASS Solicitor, Jenny Sampson*

# Corporate Services overview

TASC Corporate Services offers a suite of services tailored to ensure efficient, secure, and compliant operations across its vast geographic reach.

These services support the infrastructure, resources, and processes fundamental to TASC's daily activities, highlighting our commitment to upholding standards and maintaining systems pivotal to our organisational success.

Each function, while distinct in its primary role, collectively ensures the smooth management of TASC's operations. Our team's mission is to empower our frontline staff by providing resources and removing obstacles, enabling them to deliver optimal services and drive meaningful social change.

## Operations

### Information and communications technology (ICT)
Corporate Services manages the technology infrastructure, offers technical support, and fortifies cybersecurity through centralised IT operations, covering a broad geographical expanse including multiple remote sites in the Wide Bay region, Roma and Goondiwindi.

### Fleet and facilities
The team manages vehicle acquisition, maintenance and disposal, as well as the oversight of physical properties. This ensures the provision of a modern, fuel-efficient fleet tailored to the needs within TASC's operational areas.

### Workplace health and safety
They also foster a safe working environment,  which emphasises employee well-being and ensures adherence to health and safety regulations, including psychosocial safety aspects.

### Finance
Oversees financial operations and strategy, encompassing budgeting, reporting, accounting, resource management and fiscal compliance.

### Governance and risk
Structures and executes organisational policies and governance; assesses and manages risks, playing a pivotal role in TASC's strategic decisions.

### Quality assurance and compliance
Monitors service quality and enforces compliance with both external regulations and internal policies, promoting consistent adherence to standards and funding body requirements.

### Human resources
Focuses on employee development, compliance and benefits administration, supporting workforce growth in a geographically extensive and multifaceted organisation.

# Performance at a glance

In 2023-24, the number of individuals we helped across the communities we serve was maintained, with an increase in the demand and complexity of matters reflected in the number of referrals and casework services.

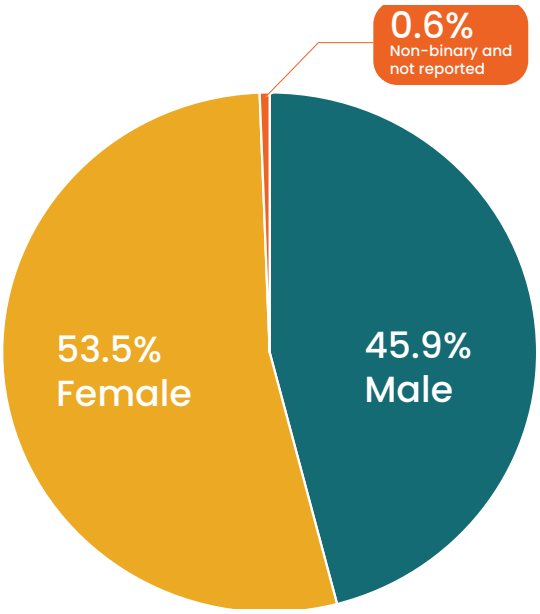
An individual client may have multiple services across TASC's programs and the volume of services for the year has increased substantially. This is due to a high volume of referrals to other support services which may occur for concurrent matters which are out of scope, matters for which there is a specialist service available, where the client is ineligible due to funding catchment or where TASC is beyond capacity.

It is important to note that in addition to the increased number of referrals, there was also a 40% increase in the number of Advocacy and Social Work Casework services, which are by nature more time and resource intensive. Typical casework engagements occur across months and deal with complex matters. This refects an increase in the number of hours per client which impacts overall client numbers.

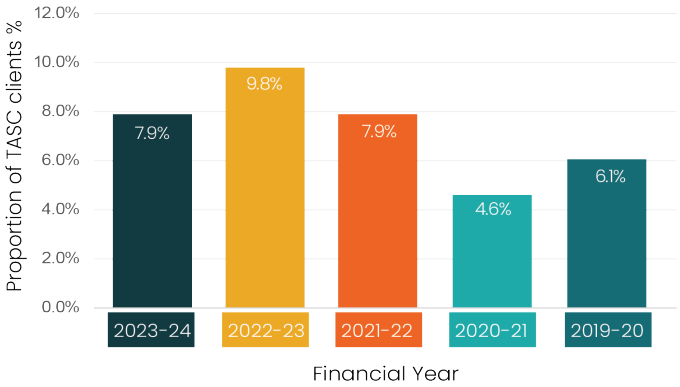
People aged between 35 and 49 remain the largest cohort among our client base, with the proportion increasing during the financial year. There was also a proportional increase in clients aged between 50 and 64. The five year data indicate there is a trend towards greater numbers of clients in their middle years accessing TASC services.

Unfortunately, the percentage of clients TASC assists who are experiencing family and domestic violence has remained at the high level seen last financial year.

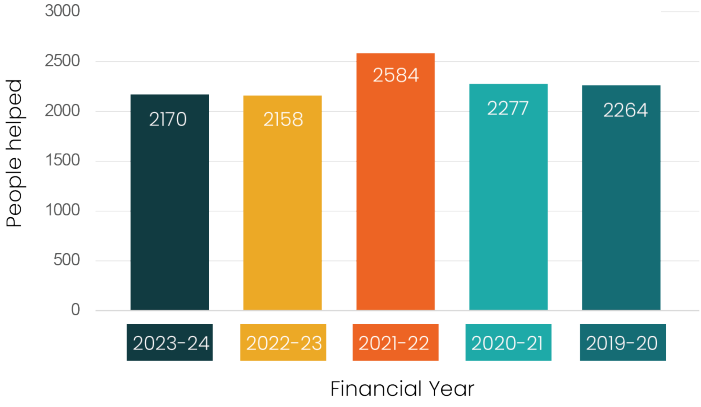
The number of TASC clients who are experiencing insecure accommodation or homelessness saw a decrease this financial year returning to 7.8% from 9.2% the previous year. This proportion is still far above pre 2020 levels and reflects the current wider housing affordability crisis.



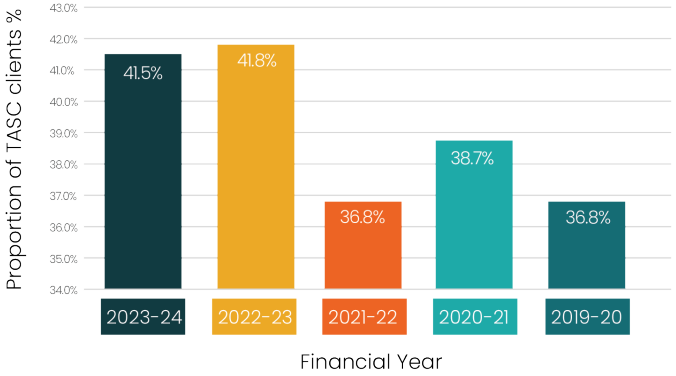

5 year comparison of Homelessness indicators among TASC clients




5 year comparison of number of individual clients




5 year comparison of Family & Domestic Violence indicators among TASC clients



## 2170 individuals helped

Experiencing Family & Domestic Violence **41.5%**

Experiencing Financial Disadvantage **89.5%**

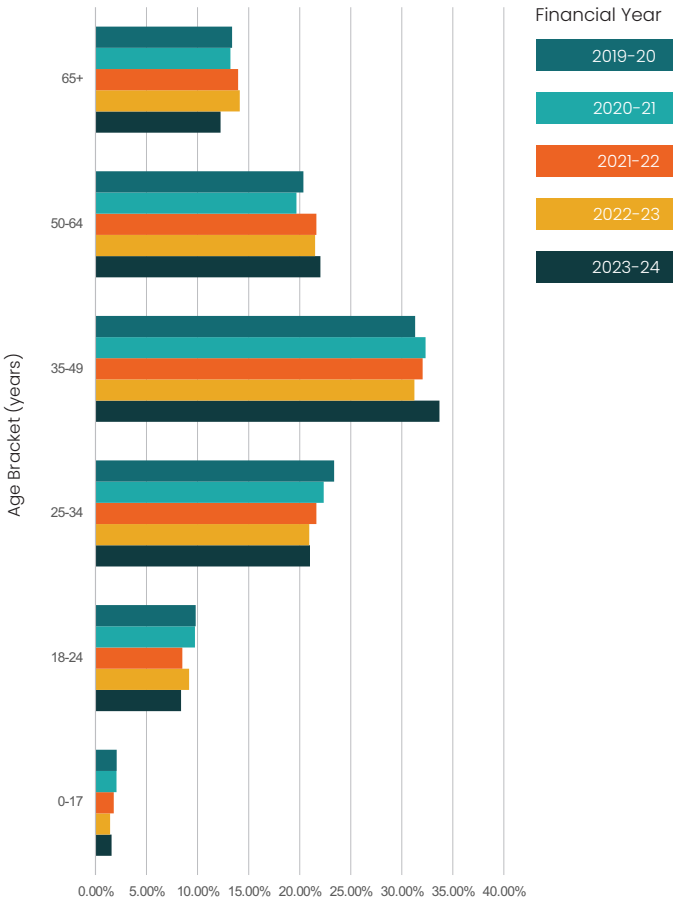
Homeless or insecure accomodation **7.9%**

Indigenous Australians **12.1%**

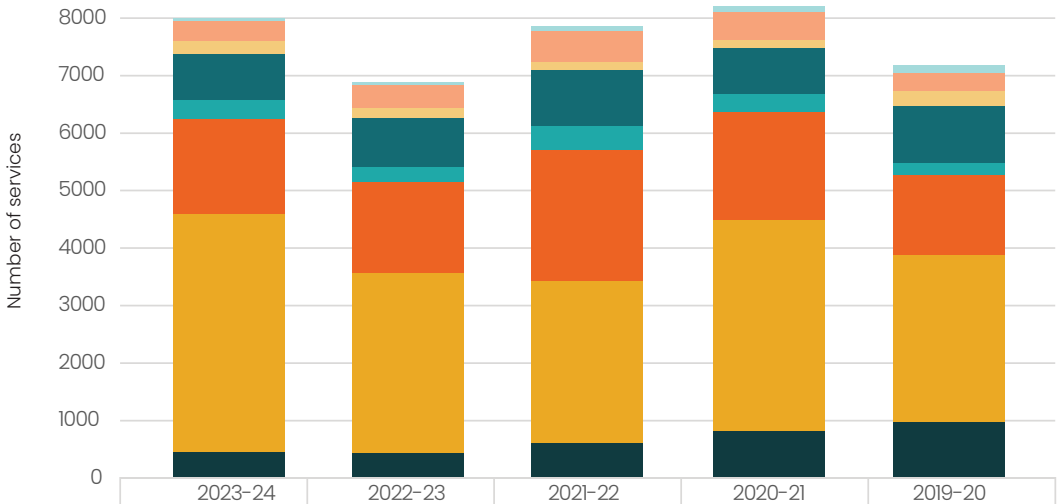
LIving with disability **38.3%**

Older Australians **14.4%**

Age distribution of TASC clients - 5 years comparison




Number of services TASC provided across all programs and assistance types - 5 year comparison




| | 2023-24 | 2022-23 | 2021-22 | 2020-21 | 2019-20 |
|---|---|---|---|---|---|
| Other Services | 43 | 48 | 82 | 92 | 126 |
| Duty Lawyer | 342 | 408 | 524 | 477 | 306 |
| Advocacy and Social Work Casework | 222 | 158 | 148 | 155 | 273 |
| Advocacy and Social Work Advice | 806 | 864 | 974 | 786 | 988 |
| Legal Task | 335 | 263 | 426 | 323 | 202 |
| Legal Advice | 1650 | 1582 | 2272 | 1882 | 1404 |
| Referral | 4138 | 3141 | 2818 | 3659 | 2903 |
| Information | 456 | 430 | 614 | 828 | 974 |

# Our funders

TASC National thanks the following bodies for funding our services:

**Department of Child Safety, Seniors and Disability Services**

Queensland Government

**Queensland Health**

Queensland Government

**Department of Social Services**

Australian Government
Department of Social Services

**Tenants Queensland**

Tenants Queensland Inc

**Legal Aid Queensland**

Community Legal Centres Queensland

**QLD Department of Justice and Attorney General**

**Commonwealth Attorney-General's Department**

Australian Government
Attorney-General's Department

QUEENSLAND GOVERNMENT
Department of Justice and Attorney-General



*Toowoomba as seen from Mt Lofty lookout*

# Memberships & accreditation

TASC is certified by the National Association of Community Legal Centres (NACLC) for legal services and the National Standards for Disability Services (NSDS) for advocacy services.

## PROFESSIONAL MEMBERSHIPS

- Australian Institute of Company Directors
- Community Legal Centres Queensland (CLCQ)
- COTA Queensland
- National Ethnic Disability Alliance (NEDA)
- Ourcommunity.com.au
- Queensland Council of Social Services (QCOSS)
- Queensland Law Society
- Disability Advocacy Network Australia (DANA)

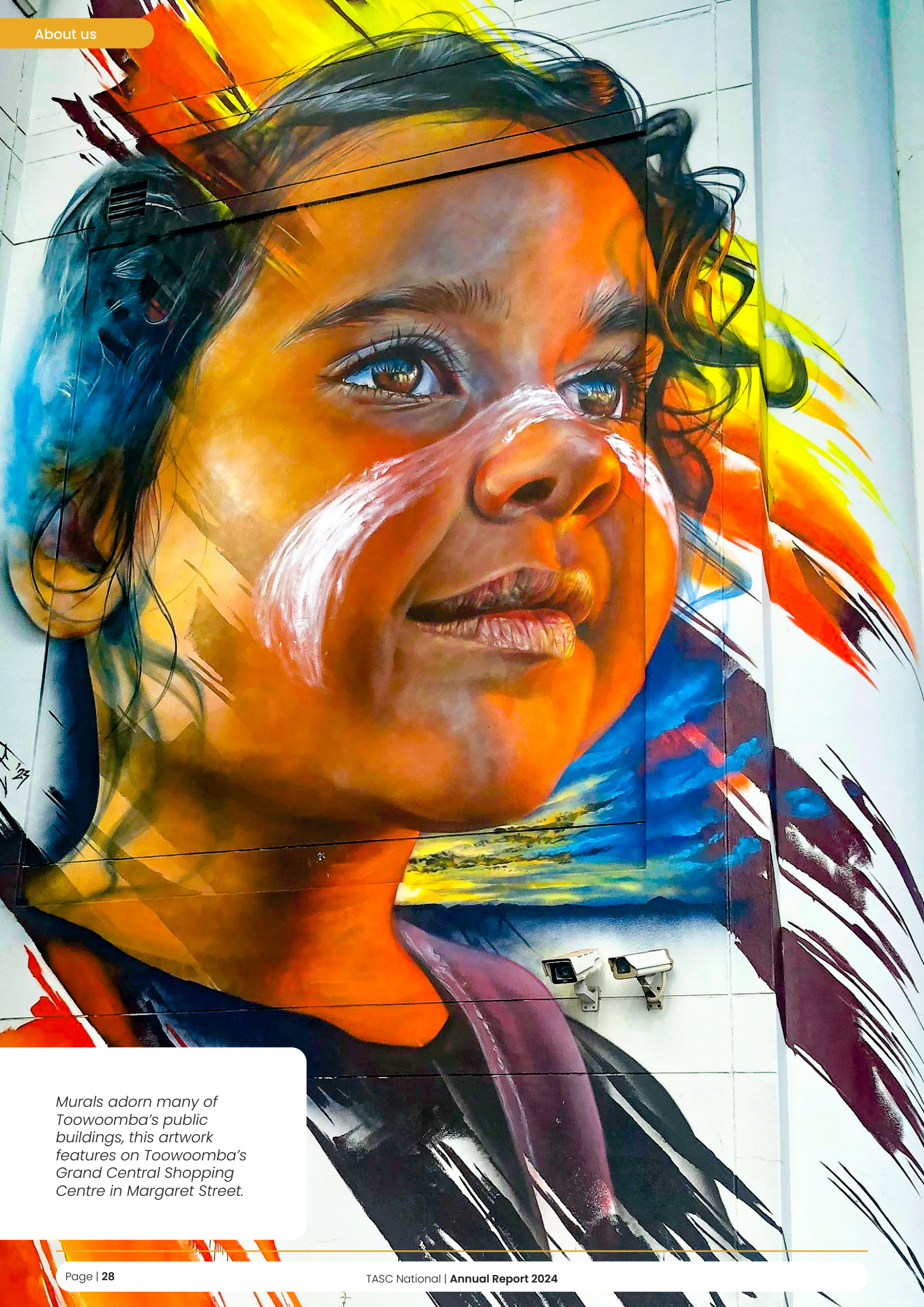
## PROFESSIONAL MEMBERSHIPS

- National Association of Community Legal Centres (NACLC)
- National Standards for Disability Services (NSDS)

## INDIVIDUAL ACCREDITATIONS/CERTIFICATE

- Australian Association of Social Workers (AASW)
- Australian Institute of Company Directors





*Murals adorn many of Toowoomba's public buildings, this artwork features on Toowoomba's Grand Central Shopping Centre in Margaret Street.*

# Our partners

To facilitate our programs and services, TASC relies on the generous support of a number of organisations in rural and regional areas. These organisations provide us of their facilities and other types of support.

With the assistance of our valuable partners, people and families in regional and rural locatons, communities have much needed access to TASC solicitors, advocates, social workers, services and clinics.

### BOONAH
Carinity Fassifern Community Centre
4 Little High Streeet
BOONAH QLD 4310
Phone: (07) 5302 1110

### CHINCHILLA
Chinchilla Community Centre
67/71 Middle Street
CHINCHILLA QLD 4413
Phone: (07) 4662 8528

### GATTON
Lockyer Valley Community Centre
14 Crescent Street
GATTON QLD 4343
Phone: (07) 5462 3355

### IPSWICH
Our Neighbourhood
34 Nicholas Street
IPSWICH QLD 4305
Phone: 0411 650 520
Email: info@nbhd.org.au

### LEICHHARDT
Leichhardt One Mile Community Centre
1 Denman Street
LEICHHARDT QLD 4305
Phone: (07) 3812 1270
Email: lomcc@lcginc.org.au

### MILES
Murilla Community Centre
73A Murilla Street
MILES QLD 4415
Phone: (07) 4627 2027
Email: mccm@bigpond.com

### REDBANK PLAINS
Redbank Plains Community Centre
180 School Road
REDBANK PLAINS QLD 4301
Phone: 0475 224 987
Email: redbankplainscommunitycentre@ipswich.qld.gov.au

### STANTHORPE
Granite Belt Neighbourhood Centre
8 Corundum Street
STANTHORPE QLD 4380
Phone: (07) 4681 3777
Email: admin@communityds.org.au

### TARA
Tara Neighbourhood Centre
49 Day Street
TARA QLD 4421
Phone: (07) 4665 3508

# Strategic goals and progress

Our 2020-2024 strategic plan, developed in 2019, was soon put to the test as TASC, along with other organisations in the sector faced extraordinary challenges. The COVID-19 pandemic dramatically altered the landscape, forcing organisations to contend with escalating demand for critical services, while simultaneously navigating the complexities of remote operations. Alongside the pandemic, our sector encountered workforce shortages, burnout, and disruptions in service delivery as both staff and volunteers were impacted.

Additionally, the economic uncertainty and rapid societal changes deepened the vulnerability of the communities we serve, heightening pressure on our already stretched resources. Our organisation had to operate in a constantly evolving environment, marked by limited capacity, digital divides, and shifting public health and safety measures. Despite these disruptions, we continued to address these challenges as we implemented the strategic priorities set out before this turbulent period.

## Improving more lives

- We ensure people are treated fairly and with dignity
- More people are seeking our services and warm referrals are increasing
- We enable inclusion through our legal and social support
- People value our advice. They feel welcome and safe here

### Progress

TASC remains steadfast in its commitment to improving fairness, inclusion, and dignity for all clients. Over the period, we have strengthened our efforts by embedding a human rights framework across all programs, ensuring individuals are treated fairly and equitably. Our submissions and law reform work have contributed to systemic change, promoting equal access to justice and social inclusion for vulnerable groups.

Our efforts to increase cultural competency include the establishment of a First Nations working group, aimed at fostering a culturally safe environment for First Nations people using our services. Additionally, TASC has been actively engaging with the Culturally and Linguistically Diverse (CALD) community, enhancing awareness and improving access to our services. Warm referrals have continued to rise, indicating that more people are seeking our support and valuing the advice they receive.

## Improved efficiency

- We use effective processes and systems supported by integrated technology
- Our data is reliable and informs business directions
- Our reports articulate the impact and return on investment of our work, identifying regional needs and opportunities
- Stakeholder feedback is monitored for continuous improvement and innovation

### Progress

A key focus during the period has been enhancing organisational efficiency. TASC underwent a restructure to optimise service delivery, resulting in the creation of two executive roles: Manager Integrated Services and Services Practice Manager. These roles have streamlined leadership access and improved knowledge-sharing and mentoring opportunities.

We also implemented integrated ICT systems, allowing for secure remote access to data and communications, which has enabled staff to work remotely as needed. Our quality assurance processes have been a central focus, with ongoing audits leading to improvements in data reliability. This period also saw the initiation of a project to source a new, fully featured Client Management System (CMS), which is expected to further improve administrative efficiencies, decision-making, and client service delivery.

## Business integrity & financial resilience

- Our funding sources are diverse
- We are trusted with long term contracts
- We are good partners – reliable, collaborative and transparent
- Our asset base enables strategic growth and innovation

### Progress

TASC has strengthened its financial resilience, diversifying its funding streams through long-term contracts with both Queensland and Commonwealth governments. The steady increase in funding has ensured financial sustainability and allowed us to remain resilient to external challenges.

Our strong relationships with funding partners highlight our reliability and collaborative approach. TASC continues to maintain a focus on strategic growth and innovation, driven by sound financial management and a commitment to delivering vital services.

## Committed to service excellence

- We have competent leadership and strong governance
- Our culture reflects our values. We are socially responsible
- Our people's wellbeing is a priority
- Our people engage in ongoing professional development
- We have open communication and hold one another accountable each day

### Progress

TASC has maintained a high standard of governance, aligning policies and procedures with funding requirements, and enhancing corporate governance structures through the establishment of a Risk and Governance sub-committee. External audits reflect our commitment to effective governance, while continuous improvements ensure we remain agile in addressing emerging needs.

Our workplace culture continues to evolve, with a focus on embedding organisational values into everyday practice. We have worked with professional facilitators to align team behaviours with these values and engaged in leadership development programs, such as "Dare to Lead," to strengthen our leadership team's capabilities.

Through our People Pillars strategy, we have made significant strides in fostering open communication, developing expertise, and promoting a culture of trust, recognition, and accountability.

## Respected nationally

- Our communities know who we are and actively utilise our support
- Our communities back us because they believe in what we are doing
- Our footprint and impact is expanding across regional Australia
- We are known for our expertise and tangible outcomes
- We are recognised as a voice for the needs of regional people

### Progress

TASC has expanded its presence and impact across regional Australia. Our work with national peak bodies and involvement in law reform submissions have further established our reputation as a trusted voice for regional communities. We have grown our geographical footprint, expanding into the Wide Bay region and relocating to larger premises in Ipswich to accommodate increased service demand.

Our consistent marketing and communications strategy has resulted in improved brand visibility across various regions. This, coupled with our successful delivery of services, has earned us long-term funding contracts and increased recognition within the sector, including winning a silver award in the Australasian Annual Report Award for three consecutive years.



*This poignant image greets drivers and pedestrians along Toowoomba's Chalk Drive.*

# Our values

TASC Legal and Social Justice Services is committed to delivering a high standard of service to our clients regardless of age, gender, sexuality, race, creed, language, ethnic or cultural background, religion, disability or socio-economic disadvantage.

Our values outline the standard of professionalism you can expect when seeking assistance from TASC.

### Hope
We have hope in a positive outcome and a positive future for the people we support.

### Honour
We work with high ethical standards and integrity. We have respect for people of all backgrounds and abilities. We are committed to respectful and mutual reconciliation with First Nations peoples throughout the communities we support. Our high ethical standards inform our work and how we engage with clients, colleagues, volunteers, supporters and community.

### Authenticity
We stay close to our roots as a community legal centre seeking "justice for all". We recruit people who walk the walk and actively demonstrate their commitment to principles of social justice and equality.

### Compassion
We treat people with empathy and understanding. We put the people we serve first and aim to provide caring, professional advocacy support and legal advice for people experiencing vulnerability & marginalisation.

### Tenacity
We do not give up. We show persistence in achieving outcomes, doing so ethically, respectfully and collaboratively.


Thank you for all your help. You did a great job and everything's working out well; I'm pleased. Thank you for being so helpful.
ADVOCACY CLIENT



1. Welcome
2. About us
3. Our people
4. Operations
5. Risk and governance
6. Finance

*Southern Queensland border town, Goondiwindi features a range of public sculptures and artwork throughout the town.*

## In this section


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44 Our workforce and occupational well-being

45 People pillars strategy

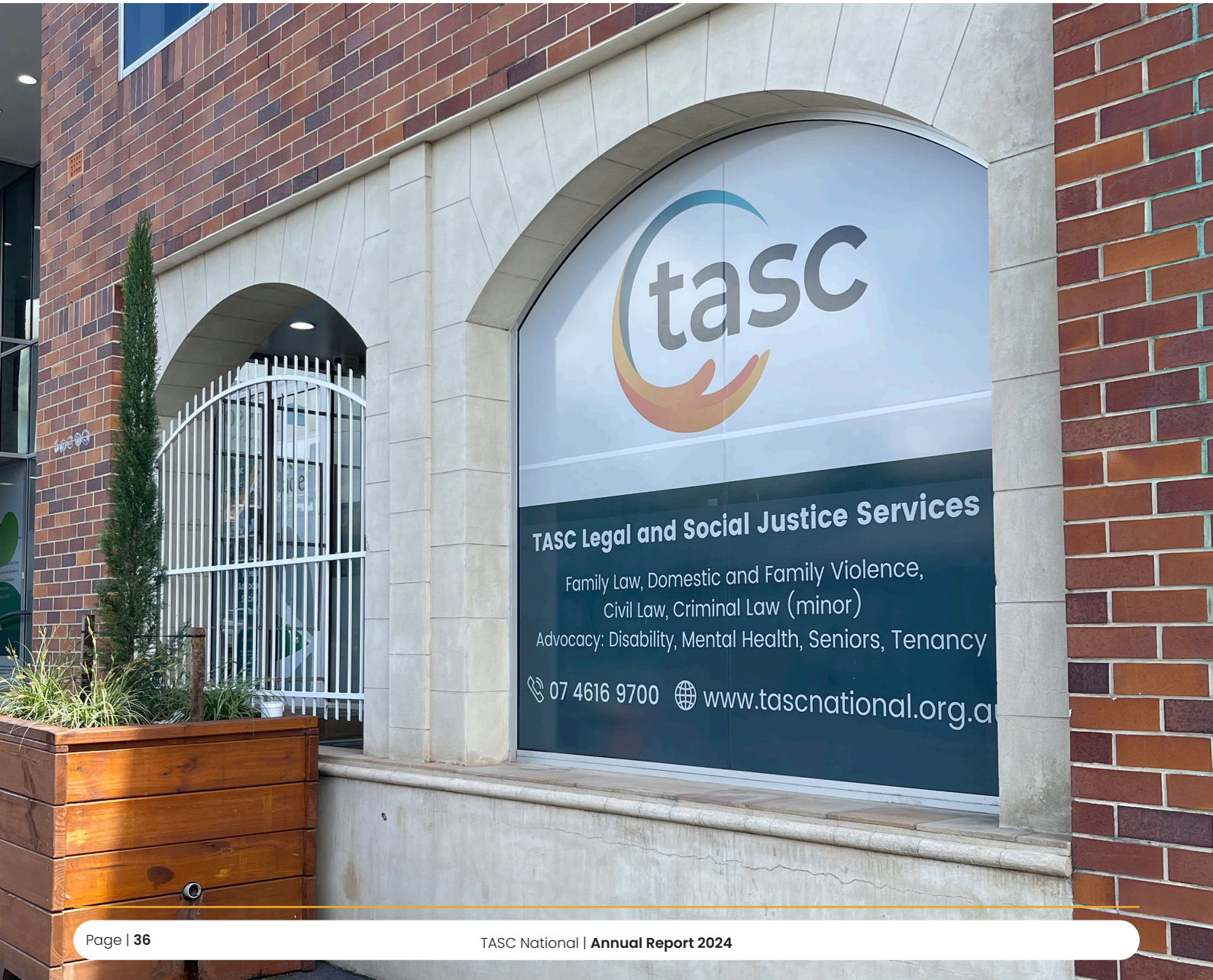
46 Our volunteer program


## Who are we

TASC is made up of solicitors, social workers, advocates and business services professionals: a caring, qualified team who are here to help.

We are led by a Chief Executive Officer and a voluntary Board of Directors who are selected to represent the community and for their demonstrated commitment to our vision and mission.

The Board and CEO set TASC's strategic direction and are responsible for financial and legal accountability to funding agencies and the community.



# Board of directors



## Lesley Beames – Chairperson

Lesley joined the TASC Board as a Director in 2007 and was elected Chairperson in 2019.

With many years' experience in the education, health and not-for-profit sectors, she now contributes to organisations that tackle social issues, transform the lives of individuals and improve the wellbeing of communities.

In addition to her role with TASC, Lesley is a Director of workRestart, a social enterprise that assists prison leavers to re-enter the workforce.

Lesley has worked as a marketing manager, training and development consultant and human resources advisor.



## Craig Armstrong – Deputy Chairperson

Craig joined the TASC Board as a Director in 2019 and was elected Deputy Chairperson in 2020.

He is an Executive Consultant working with customer owned banks. With over 30 years' experience in the finance industry, Craig brings extensive business and leadership experience to the TASC Board.

He has strong community appreciation and connections from across Queensland. Craig has qualifications from the Australian Institute of Company Directors – Company Director Course, UNSW Australian Graduate School of Management – Executive Management.



## Ann-Marie Johnston - Treasurer

Ann-Marie joined the TASC Board in 2023. Ann-Marie is currently the CFO and General Manager Finance and Business Strategy at Toowoomba Regional Council and was proud to be the first female member of the Executive Leadership Team.

She joined Toowoomba Regional Council in 2011 following an extensive career in financial management in diverse industries including manufacturing, insurance, transport, education, engineering, agri-business and arts management.

Ann-Marie has a Bachelor of Commerce from James Cook University, is a Fellow of CPA Australia and Graduate of the Australian Institute of Company Directors. Ann-Marie has extensive governance experience and is passionate about diversity and inclusion.

# Board of directors



## Dr. Sharon Boyce - Director

Dr Sharon Boyce is an educator, author, speaker and disability advocate from Toowoomba. Sharon has dedicated her life and considerable talents to promoting a true understanding of disability, diversity and complex health issues, receiving many awards including the 2016 University of Southern Queensland's Alumnus of the Year Award; 2012 Queensland Regional Achiever Award; 2008 Human Rights Award for Individuals, and 2003 Disability Action Week Award.

As founder of Discovering DisAbility & Diversity she delivers positive change with community attitudes and awareness across government, health, and education sectors to achieve real outcomes for people with disability and regularly delivers keynote and conference presentations, both nationally and internationally, in the areas of inclusion and awareness.

She is the Director of the Australian Institute of Inclusive Education and Research, Director of the Disability Training Institute and Chief Executive Officer and Director of Aus Inclusion Pty Ltd. In 2020 she was awarded a Doctor of Letters for her research in education inclusion and dyslexia, and she is currently completing a Doctor of Philosophy.

Sharon is also the current chair of the Queensland Disability Advisory Council (Queensland Government) and Advisor to the Queensland Minister for Seniors and Disability Services. She is an appointed member of the National Disability Insurance Scheme Independent Advisory Council, an Executive Director of the Physical Disability Australia Board, and advisor to the Toowoomba Regional Council's Access Committee.

Sharon continues to lead work and change fundamental to the principles that people with disability need a valued and equal seat at the table.



## Dr. Rhett Martin - Director

Dr Rhett Martin joined the TASC board in 2022, bringing with him wide experience gained from private legal practice and academia. Rhett graduated from Melbourne University with degrees in Commerce and Law and also holds an LLM and PhD in sustainability regulation.

Rhett is a Associate Professor in law at the University of Southern Queensland, where he has worked since 2014. His research interests include environmental and sustainability regulation which looks at the intersection of law with sustainability and he has authored 'Understanding Sustainability Law' (2017, LexisNexis) along with a series of academic articles on ecologically sustainable forest management.

Before relocating to Toowoomba he worked at RMIT and Monash University. Rhett practiced as a solicitor in medium and large firms prior to entering academia. Rhett lives and works in Toowoomba and has two daughters and a stepson. In his spare time, infrequent as it may be, he loves to explore Queensland with his family.

# Board of directors



## Leila Fallon - Director (incoming)

Lelia Fallon is a Legal Practitioner with over 30 years of commercial, banking & finance, local government and property knowledge gained from working with top tier law firms, blue chip banking & finance corporations, all tiers of government and industry bodies.

She was admitted to Practise as a Barrister and Solicitor of the Supreme Court of Victoria in 2004, is registered as a Practitioner of the High Court of Australia and holds the following qualifications: Bachelor of Arts (Economics & History) (NTU), Bachelor of Laws (QUT), Master of Laws (Applied Law) (Commercial Litigation) (CoL), Master of Laws (Applied Law) (FDRP) (CoL).



## Jan Ezidkhalo - Director (incoming)

Jan joined TASC Board of Directors in 2023.

With a background of linguistics, research journalism, human rights activity and advocate for the Cultural Diversity and human rights with local and international organisations and agencies Including UN and UN women.

Jan has worked as cultural advisor, diversity advocate speaker/presenter, Journalist and linguist for over 20 years. In addition to his TASC role, Jan is the manager of Cosmos Community Care and a member of CALD advisory team at Australian War Memorial.



## Jessica Goldie - Director (incoming)

Jessica Goldie is a barrister at the private bar in Toowoomba and an Adjunct Professor with the University of Southern Queensland, School of Law and Justice.

Jess was born and raised in Toowoomba and has worked all throughout regional Queensland. She practises primarily in criminal law, having appeared in serious and complex criminal jury trials in regional Queensland and Brisbane.

Jess was previously employed with the Office of the Director of Public Prosecutions from 2009 to 2018. In 2011, Jess was commissioned as a permanent Crown Prosecutor and then Senior Crown Prosecutor in 2016, being head of the Toowoomba Chambers at that time. Jess was first called to the Bar in February 2012 and is the only female barrister based on the Darling Downs. She has a keen interest in ensuring access to justice for those living in rural, remote and regional Queensland.

# Executive team



## Frances Klaassen OAM - Chief Executive Officer

Frances Klaassen OAM joined TASC National as CEO in February 2020, bringing a reputation as an innovative collaborator in the South West Queensland community sector.

For the last 30 years, Frances has been at the forefront of establishing new services in the Toowoomba, Warwick and Southern Downs region to support families, children and young people in vulnerable circumstances, and members of multicultural communities.

Joining TASC at the beginning of 2020, Frances has guided the organisation with a focus on supporting communities and vulnerable groups. This focus has taken the form of widening the organisations service offering and geographical footprint, broadening the funding base through new program establishment and building internal capabilities through improved business structures and recruitment initiatives. Throughout these initiatives she sought to establish an organisational culture that values innovation, agility and trust.

As the champion of groups like the Local Level Alliance and Refugee and Migrant Settlements Services Interagency, Frances has driven successful collaborations to support the region's diverse communities. In 2015, Frances received the Order of Australia Medal (OAM) for service to children and families through social welfare organisations.



## Rohit Hirani - Chief Financial Officer

Rohit has extensive experience in the Not-for-Profit space, having worked corporate and finance roles in various sectors including education, early childhood, advocacy, disability and aged care.

Currently CFO and Company Secretary for TASC National Ltd, Rohit oversees financial , human resources and ICT functions with a strong focus on risk and corporate governance.

In addition to his professional experience and qualifications, Rohit has worked in voluntary roles with organisations which have an interest in education, youth and leadership. Rohit currently serves on the board of the National Ethnic Disability Alliance (NEDA) as Treasurer.



## Gail Reardon - Social Justice Services Manager (out going)

Gail is an accomplished Social Justice Manager with 15 years of expertise in child protection, and is now at the helm of disability advocacy, Redress support and mental health initiatives.

Her dedication to creating a fairer community and a lived experience of how disability can impact families has led her to champion the rights of vulnerable populations.

With a compassionate and strategic approach, Gail guides advocacy teams in addressing the diverse challenges faced by individuals with disabilities. Leading the Redress Support team, she facilitates healing and justice for survivors of injustice. Moreover, her commitment to mental health advocacy fosters understanding and support for those in need. Gail's multifaceted efforts continue to make a lasting impact on social justice and inclusivity.

# Executive team



## David Manwaring - Principal and Integrated Services Manager

David joined TASC in 2017 as Principal Solicitor and Legal Services Manager before moving to the Integrated Services Manager role this year.

As Principal Solicitor and manager for the Integrated Services team, David uses his wealth of legal expertise and understanding of the social circumstances which can underscore legal issues to guide the programs under the portfolio to deliver holistic services which have both a legal and social component.

David has specialised expertise gained from a career spanning both the legal and health sectors. His legal career started in medical negligence with Maurice Blackburn in Maroochydore and later as the Human Rights Lawyer with Queensland Advocacy Incorporated in Brisbane. Before moving to law, he was a registered nurse with experience in mental health, general and occupational nursing.

David's background as a frontline mental health worker has given him a unique insight and commitment to social justice, which underpins his reputation as an expert on restrictive practice as a human rights issue. He speaks and consults extensively on this topic, including as an invited speaker to the United Nations and the Disability Royal Commission, to ABC radio and other media, and to government, legal and advocacy bodies.

David has a Bachelor of Laws (Hons), Graduate Diploma in Legal Practice and a Masters of Law, all from Queensland University of Technology (QUT).



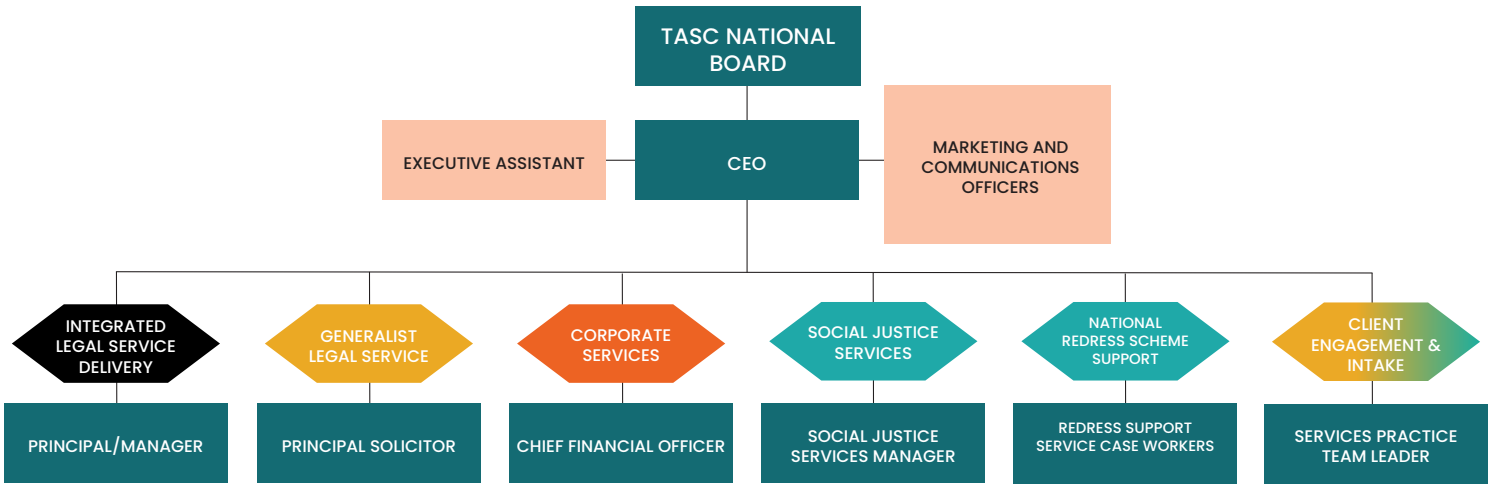
## Megan Inglis - Principal Solicitor

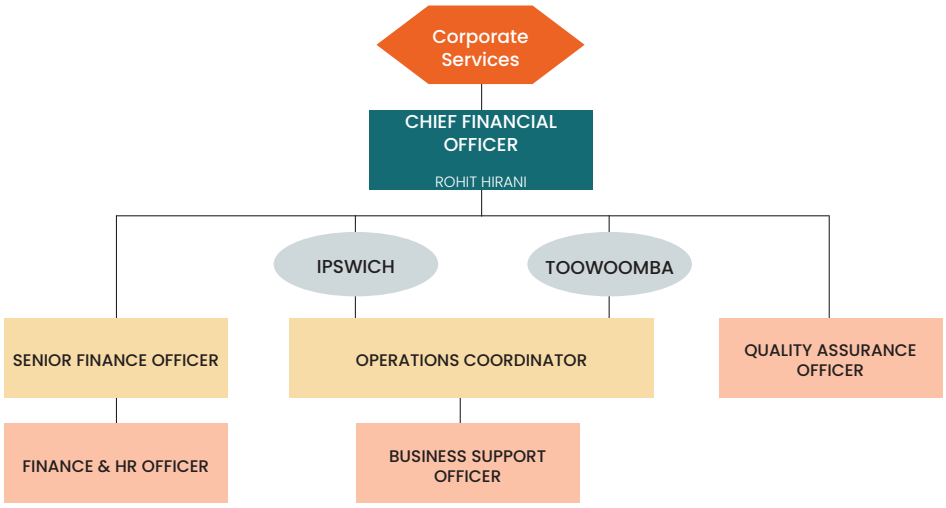
In January 2024, Megan joined TASC as Principal Solicitor of the General Legal Team. She began her career over 30 years ago, working with the Department of Communities, transitioning people living with disabilities in institutional care settings in South-East Queensland into residential care. From there, she explored several career pathways including publishing, pharmaceutical/medical device sales, and executive recruitment, before pursuing the law.

Driven by a keen awareness of the limitations offered by traditional models of legal service delivery, Megan is committed to the Community Legal Sector. She sees great opportunity to influence access to justice for clients beyond advice and representation in their legal matters, by actively participating in law reform projects, community partnerships, and outreach. It was TASC's collaborative service delivery model, putting advocates, social workers, and lawyers at the forefront of client need that attracted Megan to the organisation.

Megan holds an undergraduate degree in Psychology, a Juris Doctor, and Graduate Diploma of Legal Practice.

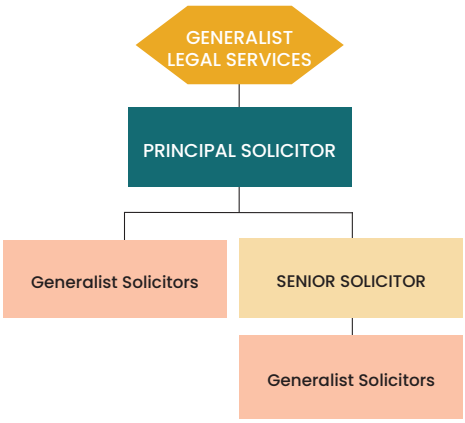
# Organisational structure





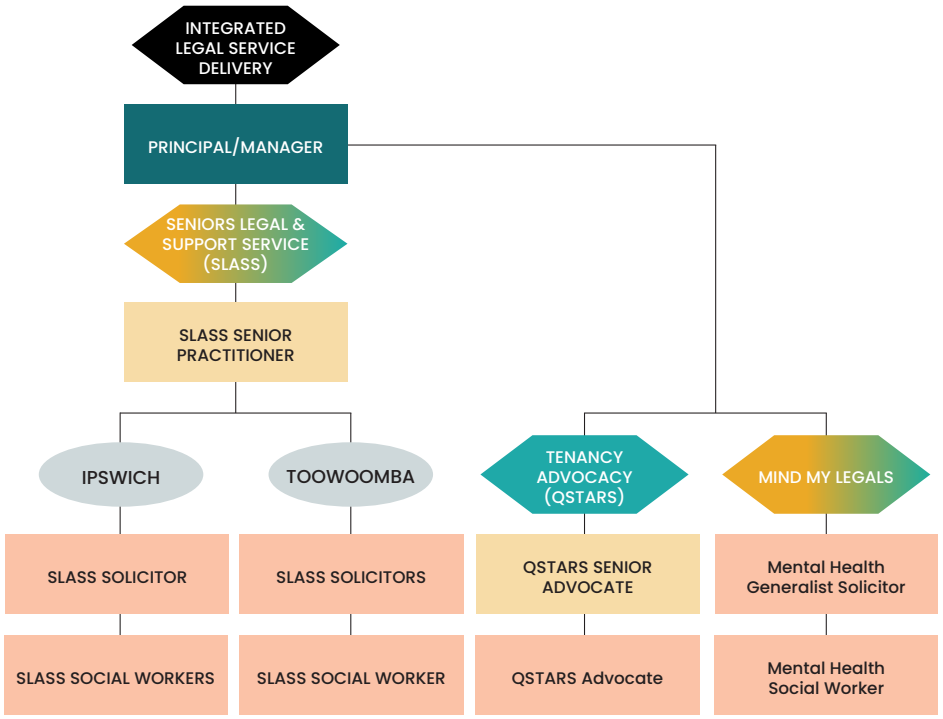


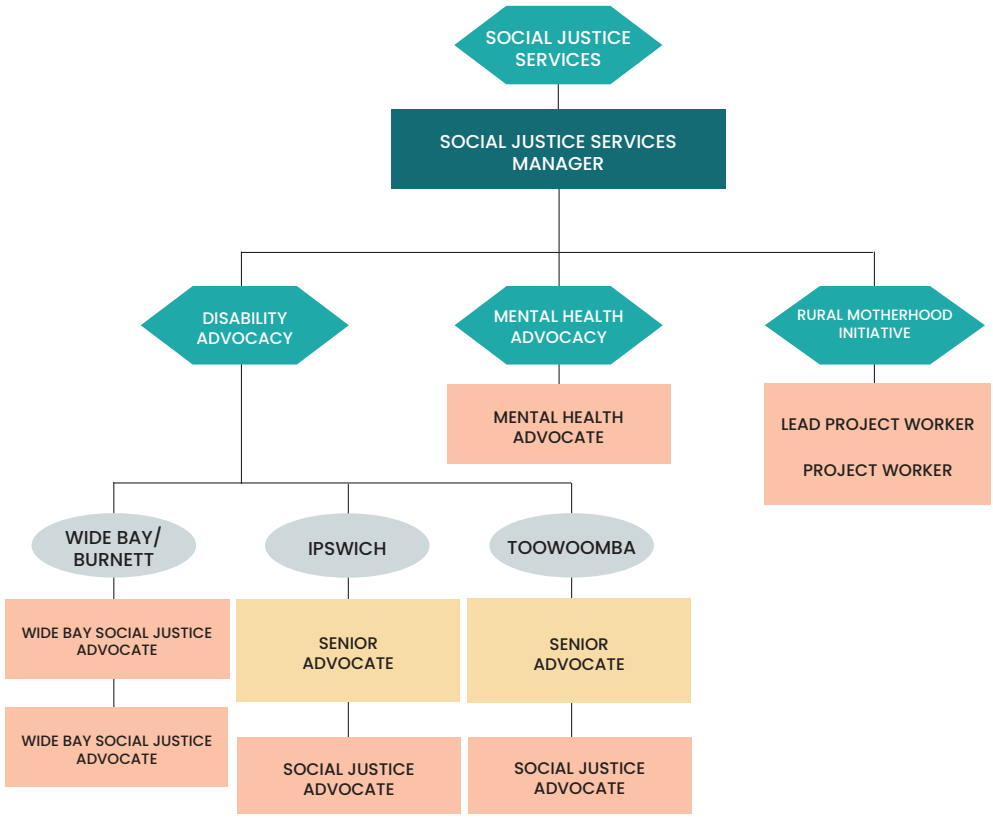



## LEGEND

Positions = Executive Leadership = Mentor/Leadership = Service Delivery

Geographic location = Role specific locations = Legal Services & Social Justice Services




Service or program = Legal Services = Social Justice Services = Corporate Services = Intergrated Legal Service Delivery

# Our workforce and occupational well-being

Our people are at the heart of everything we do, and their wellbeing is vital to delivering the high-quality services our communities rely on. In a year marked by significant external pressures such increase operating costs associated with inflation and static funding, as well as internal changes, we have remained focused building our team and ensuring our workforce feels valued.

## Geographic distribution

TASC boasts a workforce geographically distributed across several regions of Queensland.

Our two key staff centres are in Toowoomba and Ipswich. We also offer our services throughout the region via our staffed Goondiwindi office, and with coverage over the Roma and Wide Bay-Burnett areas.

As at 30 June 2024, TASC employed 42 individuals in various roles across fulltime, part-time and casual positions with a full-time equivalent of 38.5 .

## Equal opportunity and diversity

We are committed to fostering an inclusive workplace that provides equal opportunities for all employees. This year, we reinforced our policies to ensure diversity and inclusion are central to our recruitment processes and everyday practices. We actively promote an environment where individual differences are valued, and all employees are given the opportunity to thrive.

Ongoing diversity training, alongside our commitment to a values-based recruitment approach, has been essential in creating a more inclusive culture. These efforts not only enhance the working environment but also strengthen our ability to meet the diverse needs of our clients.

## Focus on mental health and wellbeing

Given the emotionally demanding nature of our work, mental health and wellbeing have remained a top priority. This year, we expanded initiatives such as access to counselling services through our EAP providerregular staff check-ins and opportunities to de-brief, and Mental Health Week activities across our offices.

These efforts aim to foster a culture of self-care and provide staff with the resources they need to manage occupational stress. Emphasising moments of connection through staff events and celebrating achievements highlights the importance of community in the workplace.

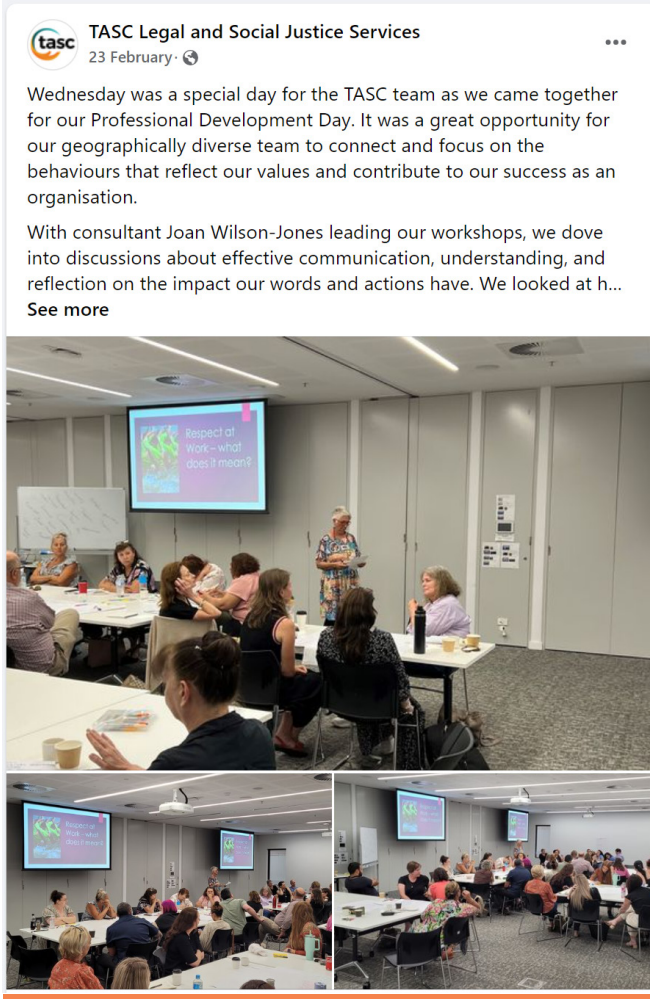
## Adapting to changing needs

In response to organisational changes, the workforce has demonstrated adaptability and resilience. We continued to support staff through open communication, professional development, and more flexible work models, ensuring that staff had the flexibility and tools necessary to navigate these transitions while maintaining service continuity.

## Workplace health and safety

The past year saw a reinforced focus on employee-driven Workplace Health and Safety (WHS) initiatives.

A dynamic and engaged WHS Committee was established with a focus on reinforcing and providing input towards TASC's WHS policies and initiatives… The committee also works to increase awareness of safety and hazard identification in the workplace, which for TASC is not limited to our physical offices given the requirement for home visits, travel and outreach to communities across the Western Downs and Maranoa.




TASC solicitors, advocates, social workers and corportate teams comes together for bi-annual professional development day

# People Pillars strategy

## Our People Pillars strategy

The foundation of our efforts to support staff engagement and align our organisational values wellbeing is our People Pillars strategy, which outlines our approach to fostering a cohesive and empowered workforce.

This two-year strategy focuses on four key areas: Communication and Shared Dialogue, Develop and Leverage Expertise, Living Our Values Through a Culture of Trust, and Recognition and Reward.

## Communication and shared dialogue

Building a two-way communication culture is essential for fostering trust and transparency across the organisation. This year, we have prioritised improving staff feedback channels and ensuring regular, structured communication from managers and executive leadership. These initiatives have enabled us to address key issues in a timely manner and focus on what truly matters to our workforce.

## Develop and leverage expertise

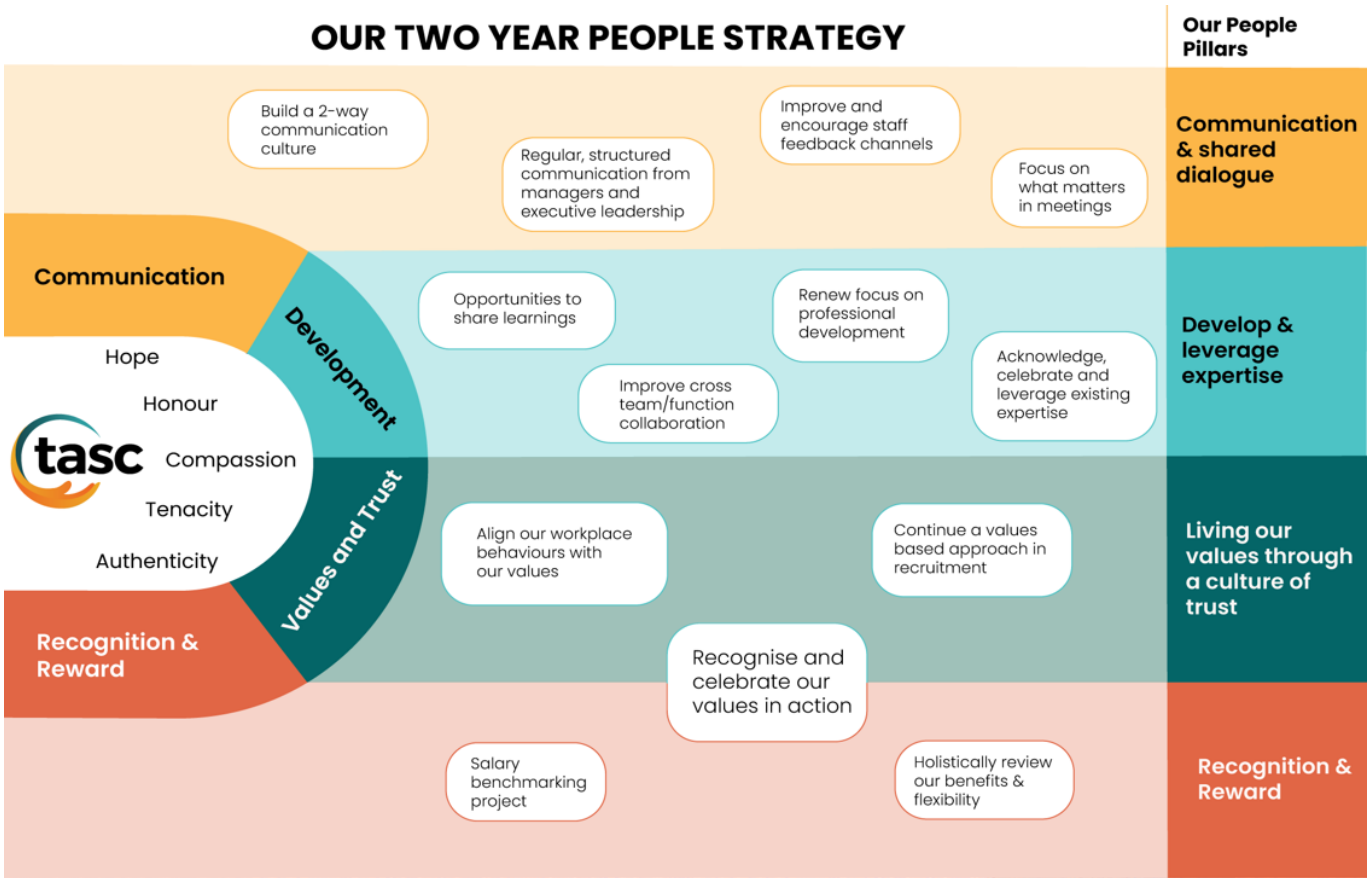
Professional growth and development remain a central focus in our approach to staff wellbeing and are vital to our growth as an organisation. We recognise that equipping staff with the right skills and knowledge is crucial not only for their professional satisfaction but also for the organisation's success. This year, we have created more opportunities for cross-team collaboration and shared learning, while renewing our focus on professional development. Acknowledging, celebrating, and leveraging existing expertise within the team helps us deliver services that meet the complex needs of our clients.

## Living our values through a culture of trust

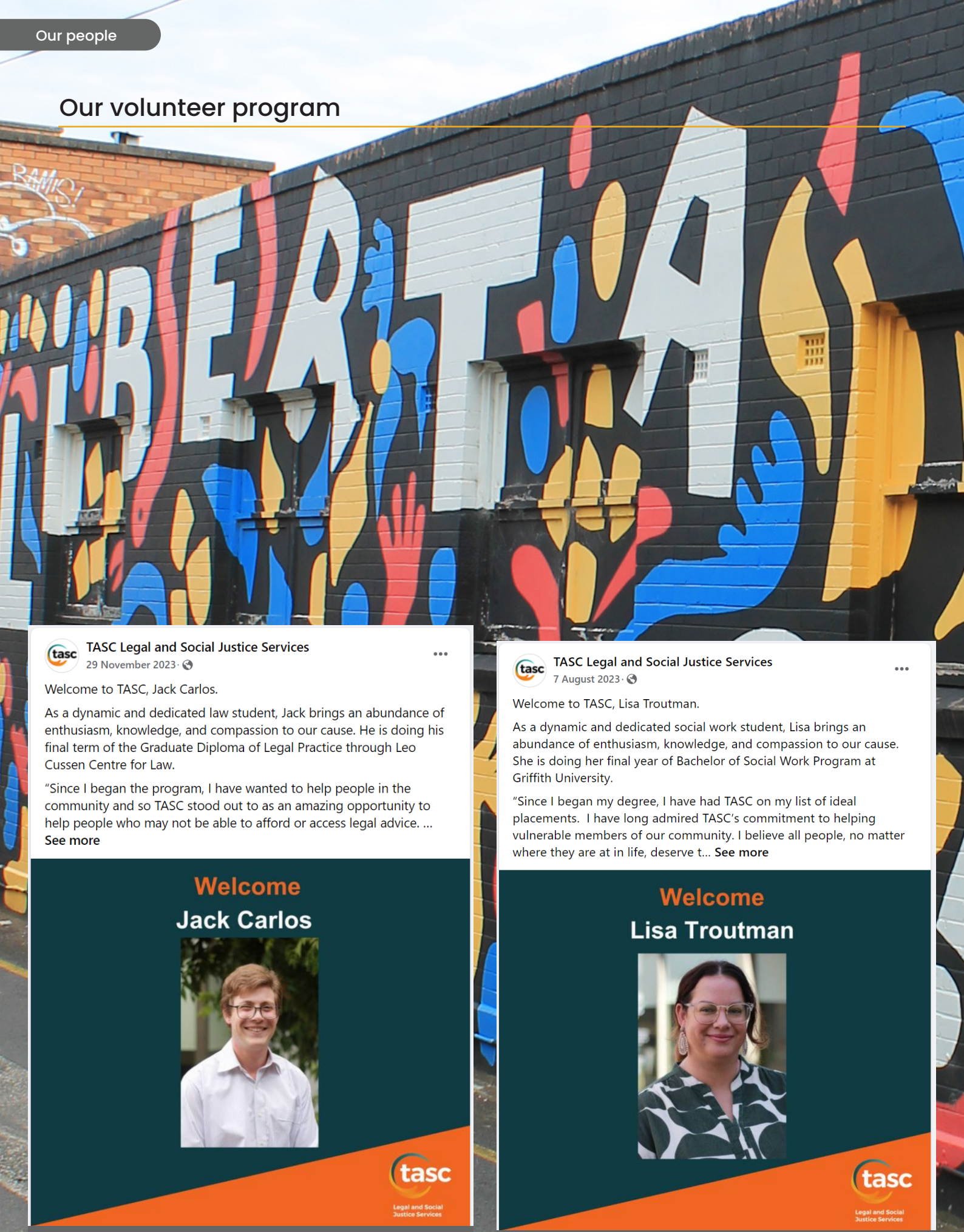
Our core values - Hope, Honour, Compassion, Tenacity, and Authenticity - form the basis of a workplace culture that prioritises trust. This year, we continued to align workplace behaviours with these values and focused on reinforcing a values-based approach to recruitment. By fostering a culture of trust, we empower staff to take ownership of their work and collaborate effectively, ensuring that our collective efforts are guided by integrity and a shared commitment to the communities we serve.

## Recognition and reward

Rewarding and recognising staff contributions is essential for maintaining morale and engagement. In addition to formal recognition programs, we have enhanced our efforts to celebrate individual and team achievements that reflect our values in action. This year, we launched a salary benchmarking project and began a holistic review of our benefits and flexibility offerings, ensuring that our reward systems are fair and competitive.



# Our volunteer program



TASC Legal and Social Justice Services
29 November 2023 ·

Welcome to TASC, Jack Carlos.

As a dynamic and dedicated law student, Jack brings an abundance of enthusiasm, knowledge, and compassion to our cause. He is doing his final term of the Graduate Diploma of Legal Practice through Leo Cussen Centre for Law.

"Since I began the program, I have wanted to help people in the community and so TASC stood out to as an amazing opportunity to help people who may not be able to afford or access legal advice. ... **See more**




TASC welcomed Jack Carlos to its legal team as a student placement

TASC Legal and Social Justice Services
7 August 2023 ·

Welcome to TASC, Lisa Troutman.

As a dynamic and dedicated social work student, Lisa brings an abundance of enthusiasm, knowledge, and compassion to our cause. She is doing her final year of Bachelor of Social Work Program at Griffith University.

"Since I began my degree, I have had TASC on my list of ideal placements. I have long admired TASC's commitment to helping vulnerable members of our community. I believe all people, no matter where they are at in life, deserve t... **See more**




TASC welcomed Social Work Student, Lisa Troutman to its SLASS team for her placement.

# Our volunteer program

In 2024, TASC partnered with the University of Queensland's Pro Bono Centre to deliver a Winter Clinic for law students in the final stages of their undergraduate degrees. This initiative aligns with the University's commitment to fostering interest in regional, rural, and remote legal work in Queensland.

The students were placed at our Toowoomba office for two weeks, where they rotated through our legal, intake, and advocacy programs, gaining hands-on experience alongside our staff. As part of their placement, they also participated in the Rural Women's Outreach Legal Clinic, travelling to Miles, Chinchilla, and Tara to support our outreach work in these communities.

Throughout the year, we were fortunate to have a diverse group of volunteers, including law and social work students, as well as community members from across our catchment area. These volunteers generously contributed their time, skills, and enthusiasm to support our intake, advocacy, and legal services. Although we had only one Practical Legal Training law student placement this year, we are optimistic about expanding this offering in the future.

Volunteers are vital to the success of community-based organisations like TASC. We are committed to providing meaningful pathways for volunteers to give back to their communities, build essential professional skills, and expand their networks. For more experienced volunteers, TASC offers the opportunity to share their professional expertise and resources, further enriching our services. We are also proud to have been able to offer paid positions to several of our volunteers this year.

### Volunteer Spotlight: Shona Travis

Shona Travis joined TASC as a volunteer in February 2024, working with our Intake and Assessment Team. Her dedication and skills were quickly recognised, and we were delighted to offer her a paid position within our organisation. Shona's journey from volunteer to staff member is a testament to the opportunities TASC creates for volunteers to develop professionally and make a meaningful impact.



TASC volunteer, Shona Travis moved to a paid position as an Intake, Assessment and Referral Officer during the year.


As Ben put it, without TASC's help this outcome would not have been possible.
LEGAL CLIENT

1. Welcome
2. About us
3. Our people
4. Operations
5. Risk and governance
6. Finance



*Street art tucked away in Toowoomba's CBD in Hodgen St, near Cathro park*

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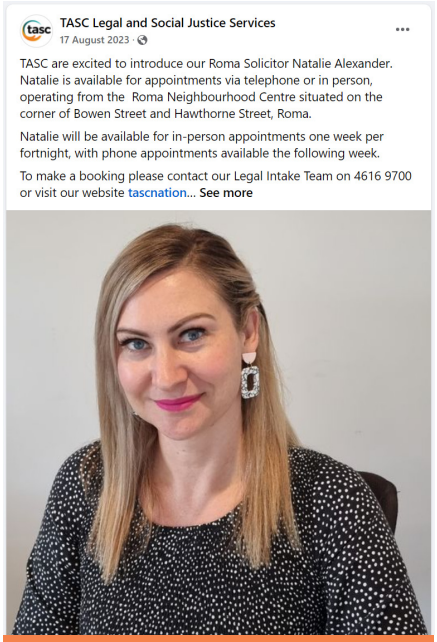
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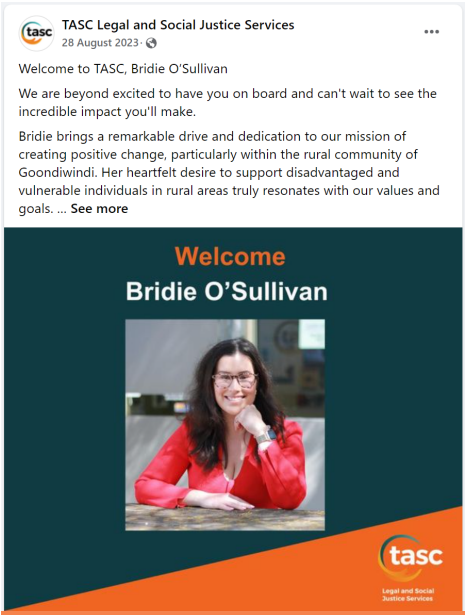
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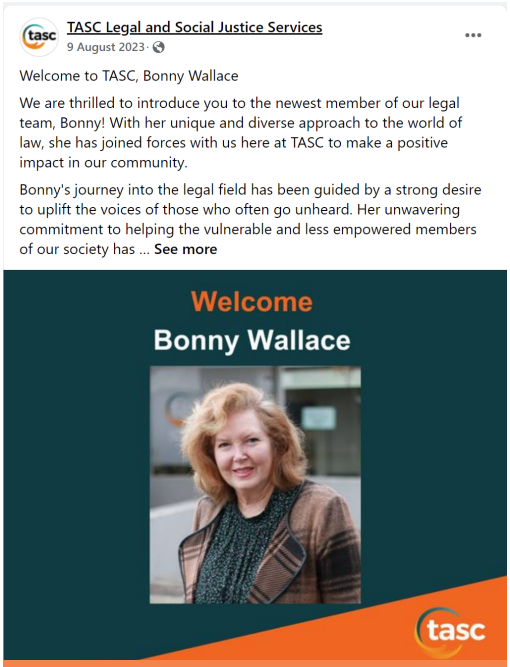

# Legal services team in the community




TASC welcomed Natalie Alexander to its legal team in Roma




TASC welcomes Bridie O'Sullivan, Generalist Solicitor in Goondiwindi




TASC welcomes Bonny Wallace, Generalist Solicitor in Toowoomba

# Legal services achievements and challenges

During the 2023-24 financial year, our General Legal Service achieved improved service numbers, implemented part of an organisational restructure and navigated the sector wide challenge of recruitment and retention of legal professionals.

### Organisational restructure

Announced the previous year and actioned this year as part of the whole of organisational restructure, the General Legal Service was refined to focus solely on the core legal service. Other services, which operate under a legal/social work model moved to the newly created Integrated Services portfolio. Each of these two business units operate under their own Principal Solicitor.

This change, and the addition of Principal Solicitor Megan Inglis to the General Legal team has allowed improved focus and expertise sharing for both service models.

Each respective team now operates independently, but with the ability to utilise cross-collaboration to harness the vast warehouse of specialist knowledge, skills and experience the teams have built by working across different jurisdictions.

### Collaborative and Expanded Service Delivery

The General Legal Services team has worked closely with Advocates in TASC's Social Justice Services team to do more for clients involved in litigation, where having an advocate can make a tangible difference to court outcomes for vulnerable clients with a disability who are unable to get the support they need elsewhere.

It is recognised that most legal processes have administrative or non-legal aspects or implications for clients that may not necessarily be addressed or solved by litigation, and that some of these issues can linger after the legal matter is finalised. In cases like this, TASC can separate out these issues and work within our own programs to provide a more holistic outcome for the client.

While a significant proportion of the General Legal Services work originates in family law, children's matters, domestic violence, minor criminal and civil matters, our team members are committed to broadening the scope of our offerings based on the enquiries and referrals that come our way.

TASC has spent considerable time in the past year investing in expanding our legal base to include advice on adult guardianship, youth matters, employment law, disability discrimination, animal law, and even tenancy matters that don't fit the scope of our QSTARS program.

TASC has observed that clients frequently present with two or more intersecting legal issues, and that often mental health, disability, domestic violence and housing insufficiency can influence or compound these issues, which affects accessibility to support services.

### Staffing and recruitment

A sector-wide issue for Community Legal Centres, recruiting and retaining legal professionals was also an ongoing challenge for TASC, compounded by the regional locations of our service area.

Whole of organisation strategies to address this have been implemented across the financial year and include improved internal communication and dialogue, values-based hiring and improving opportunities for recognition, mentoring and leveraging internal expertise. These form part of the wider People Pillars strategy.

To meet the operational challenges presented by this, particularly as it relates to TASC's Roma office, we have adopted a flexible approach by successfully implementing a rostering system to provide in-person legal advice in Roma at least fortnightly, serviced by solicitors who are based in our Ipswich and Toowoomba offices. This approach is working well, with our presence in Roma now consistent and community engagement there the highest it has been in several years.

Early in the financial year the Solicitor position in our Goondiwindi office was successfully filled following a long recruitment process. TASC was fortunate to recruit an experienced solicitor with an existing connection to the Goondiwindi community to the role.

### Networking and community engagement

As staffing levels reached a higher capacity during the year, a need to renew relationships and referral pathways with other community organisations was identified.

As such, toward the end of 2023 significant networking activities took place by the General Legal team, particularly as it relates to Ipswich and the surrounding areas. The aim of these activities, which remain ongoing, is to increase awareness of and access to the legal assistance available through TASC and provide pathways for us to conduct our community legal education activities.

# Legal services achievements and challenges

## Performance metrics

The 2023-24 financial year saw an increase in the number of services on the previous year. This is in part due to improving staff levels in tandem with networking activities.

**Discrete Assistance:**

| Information | Referral | Legal Advice | Legal Task |
|---|---|---|---|
| 430 | 2955 | 1591 | 326 |

## Other General Legal programs and services

### Rural Women's Outreach Legal Service

Exclusively tailored to women in low to middle income situations residing in Miles, Chinchilla, Tara and surrounds, RWOLS is a free outreach service providing vital legal assistance to women in these communities, who may otherwise have difficulty accessing legal services. Our lawyers visit these areas once a month to provide in-person advice and assistance. This service works in partnership with the Neighbourhood and Community Centres in those communities.

### Duty Lawyer Service

TASC's generalist solicitors also provide a duty lawyer service in conjunction with Legal Aid at the Toowoomba and Ipswich Magistrates courts. Presently, we provide Duty Lawyer services in Domestic and Family Violence. Duty Lawyer clients can continue to access our service for further advice and assistance after we have supported them at court.



Our incredible solicitor Bridie O'Sullivan featured in the local Goondiwindi news



# Legal services achievements and challenges

### Service Quality

As a Legal Service funding under the National Legal Assistance Program (NLAP), TASC participates in the annual Community Legal Centres Queensland Client Survey. The survey measures key metrics of service quality and delivery which are able to be compared to state-wide averages to provide a benchmark.

This sector wide survey is conducted with clients who received a service in the month of May, 2024. The feedback received through this survey is used to inform service delivery and identify areas of achievement and for improvement both in terms of service and also areas for staff development.

This year's survey represented 42.5% of TASC's General Legal clients for May 2024. We were largely in line with the average responses across the sector to the questions asked. Respondent demographic characteristics were very consistent and representative of our clients in our CMS within a few percentage points either way, with the exception of one demographic. Clients who identify as having a disability were more highly represented in our survey this year. We are always grateful for feedback that can help improve our service.

### Community Legal Centres QLD Annual Survey Results

| | Average | TASC |
|---|---|---|
| It was easy to contact the legal service when I first needed help | 3.32 | 3.32 |
| The legal centre staff listened to my legal problem in a friendly and respectful manner | 3.73 | 3.60 |
| The service provider helped me understand how to deal with my legal problem and provided me with options | 3.55 | 3.47 |
| The information and resources I received from the legal centre staff were very useful | 3.50 | 3.43 |
| I am very likely to access the other service(s) that I was referred to by the legal centre | 3.42 | 3.41 |
| I feel confident in the ability of the legal centre staff to assist me | 3.56 | 3.50 |
| I am satisfied with the resolution of the matter I received assistance for | 3.36 | 3.35 |
| I know where to get help if I have another legal problem in the future | 3.51 | 3.57 |
| The legal centre was able to meet my specific cultural or personal needs | 3.49 | 3.48 |
| I would recommend this legal service to other people | 3.65 | 3.53 |

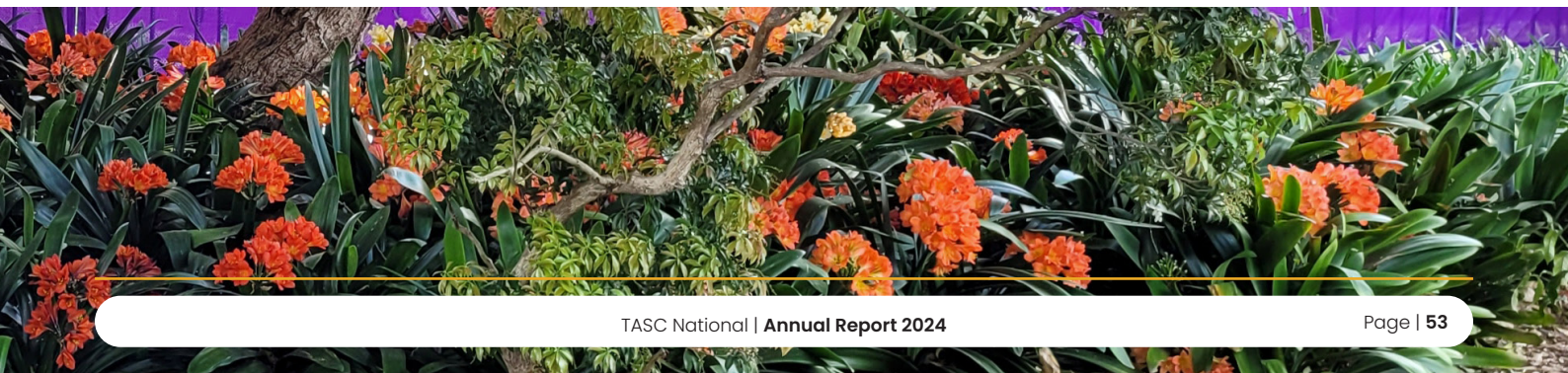




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## Community legal education

At TASC, our legal team also conducts community education activities to help build a fairer society and empower stakeholder groups with knowledge and resources.

In the 2023-24 financial year, the bulk of our work in this space has involved our team working on a variety of projects, including the provision of outreach legal and education services to community and neighbourhood centres across our catchment, and putting together a domestic violence awareness and prevention program for youth which we plan to roll out in 2024-2025.

We have continued our valuable collaboration with DVAC (Domestic Violence Action Centre) and began to establish relationships with courts and the Queensland Police Vulnerable Persons Units operating in smaller regional centres to accept referrals across a range of legal issues.

We acknowledge that many challenges and limitations exist in the provision of legal services to regional, remote and rural communities. In cases where there are multiple parties or co-defendants, often only one person involved has access to legal advice and/or representation which is an access to justice issue. Building on these community connections establishes TASC as the preferred place to go for legal advice, education and assistance for people living in Greater South-West Queensland.

## Law reform and systemic advocacy

This year, the General Legal Services team have participated in several law reform projects in collaboration with other teams. One such significant project was contributing to a draft bill to fundamentally alter Queensland's anti-discrimination legislation.

The reforms in anti-discrimination legislation emerging from the recent Royal Commission into Violence, Abuse, Neglect, and Exploitation of People with a Disability align strongly with TASC's values. We called for government to provide the necessary supports to people with disabilities to enable them to fully exercise their rights under the law, recognising that this is the only avenue to self-determination and to ensure non-discrimination.

We also responded to the request for submissions on sentencing responses to sexual violence and rape, which was initiated by the Queensland Sentencing Advisory Council. In this we called upon the government to consider the inclusion of behaviour program orders in penalties for domestic and family violence offences, to consider the vast inconsistencies in sentencing for sexual violence offences depending on whether they occur in the context of an intimate relationship or not, and when structuring programs to punish, deter or rehabilitate offenders, to consider the motivations behind why people use violence in the first place. There is strong evidence that users of violence make the choice for very different reasons, and we strongly believe that seeking to understand the fundamental drivers behind why people would choose to use violence in some circumstances will better equip lawmakers to design sentencing programs that will bring meaningful outcomes for both offenders and victim-survivors.

As a CLC operating in regional, rural and remote areas, we take a keen interest in how the intersections of geographical location and isolation affect the application of laws in practice and we take seriously our vital role in contributing to the discourse around these issues.



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Legal Service case study:

# Addressing parental orders and harassment

**Background:**
Our client, Helen*, sought clarification and support regarding final parenting orders. She needed guidance on issues related to harassment by the applicant father, including concerns around a protection notice, a private child support agreement, ongoing domestic violence, and non-compliance with court orders by the father.

**Challenge:**
Helen's case was complex, involving multiple legal and personal issues that needed careful navigation. The intricacies of interpreting and enforcing parenting orders, combined with ensuring the safety and well-being of her children amidst harassment, posed significant challenges.

**Intervention:**
We helped the client interpret court orders and relevant notations, some of which were confusing to her. We explained the intention behind the notations and separated out what was enforceable, and what was not.

There were some interventions that the other party was required to undertake that had not been actioned, so we provided advice on how our client could take the necessary steps to encourage compliance or pursue enforcement.

We helped our client put in place alternative arrangements for contact that had the necessary degree of flexibility to accommodate unavoidable or last-minute changes while still meeting her obligations. This helped reassure our client she was still being compliant with orders.

Our client sought guidance on measures that may be necessary in the future in order to guarantee her safety and the safety of her children. We set out what these measures were and how she would need to go about implementing them should the need arise, again ensuring that her actions would be reasonable and within the parameters of what is lawful.

We helped the client construct strategies for dealing with the frequent communication breakdowns that were characteristic of her relationship with the other party. The relationship was inflammatory and plagued with mistrust and accusations which can be exhausting to navigate. As a part of this process, we educated our client on what constitutes domestic violence, so she was better able to identify what was reasonable communication under the circumstances, and what was intended to harass, threaten, or control.

**Outcomes:**
Helen now has a clearer direction on how to move ahead after having all her questions answered, providing her with a better understanding of her legal rights and obligations regarding the parenting orders and harassment issues. The guidance received empowered Helen to navigate her situation more effectively, ensuring her and her children's safety and compliance with legal requirements.

This case underscores the vital role of CLCs in offering not just legal advice, but wrap-around guidance and support, particularly for vulnerable individuals navigating the complexities of family law and domestic violence situations.



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Legal Service case study:

# Providing support to Emma to navigate the Child Safety system

### Background:

A young Aboriginal woman, Emma*, approached one of our TASC lawyers at court. She was there for a child protection matter but was confused about what it was that Child Safety wanted to do and what their expectations of her were. Emma had fled her previous home in a different location to escape a relationship that was characterised by frequent violence, and she was concerned that Child Safety's sudden appearance in her life would compromise her safety and that of her children, particularly when they told her they would be reaching out to the children's father.

### Challenge:

A domestic violence order was already in place to protect Emma and her children from her ex-partner, but her previous experiences of court and the lack of enforcement when she had reported breaches in the past had left her feeling defeated and scared. Emma had been a child in care herself and she had a deep distrust of institutions, government and authority. She had been refusing to engage with Child Safety out of fear, and things had now escalated to a court application for a child protection order.

### Intervention:

Our lawyer provided some brief advice to Emma at court so she could confidently deal with her immediate situation, and then scheduled another appointment to discuss the issues in more depth.

We reached out to Child Safety on her behalf to arrange a meeting with them, at which Emma was able to safely voice her concerns, many of which were echoed by the Department. This made her less fearful of their intentions and involvement. Having someone there to advocate for her and uphold her legal rights created the space for her to open up and begin to work with them to resolve the issues at hand.

### Outcomes:

Emma was able to keep her children living with her while she navigated the legal process. She would never have engaged with or trusted Child Safety without our intervention and support, and this could have led to a very different outcome for her and her children.

Many clients accessing CLCs do so when they have nowhere else to go. They have often exhausted their own support networks and been turned away from other community services or have legitimate reasons to fear authorities or government institutions like Emma did. We frequently advise clients at a point where no litigation is underway, and this lack of a court application or process alone often makes them ineligible for legal assistance grants which means they are on their own unless they can afford a private lawyer. CLCs bridge the gap between services for clients and create opportunities to resolve many legal issues before they escalate.



*Image generated with AI*

Legal Service case study:

# Providing support for Alex in a DV situation

**Background:**
Alex* approached TASC's office in person after failing to connect through a scheduled callback, multiple times.

Experiencing distress from a recent acute domestic violence (DV) episode, Alex was initially hesitant to acknowledge his status as the aggrieved party, partly due to societal perceptions around gender and domestic violence.

**Challenge:**
Alex's reluctance to see himself as a victim of domestic violence, compounded by his gender, presented a significant barrier to him seeking help and protection. This challenge was further exacerbated by his limited financial resources, which left him unable to afford private legal counsel.

**Intervention:**
Our TASC lawyers were ideally positioned to assist Alex, providing him with crucial support and information.

We helped Alex understand the broad spectrum of behaviours that constitute domestic violence, aiding him in recognising his situation and informing him of his rights and available protections against further acts of Domestic Violence. He received guidance on the importance of engaging with local police services to initiate an application for a Domestic Violence Order (DVO), emphasising how police involvement could facilitate the process.

**Outcomes:**
Alex left TASC with a clear understanding of what Domestic Violence looks like, and a plan to address his situation. He gained insights into the process of applying for a Domestic Violence Order, the evidence needed to support a successful application, and what to expect from the court processes while the matter was resolved.

Empowered with this knowledge and a plan for action, Alex felt confident in taking the next steps to ensure his safety.

CLCs largely operate on an 'advice and referral' basis, where we provide the initial advice and resources to the client in response to their particular facts and circumstances, and then refer them either to take the necessary action themselves, or to another agency or service that can support them. Often this single intervention is enough for a client to accept that a legal problem exists, and to feel empowered enough by the acknowledgement of their situation to take action. Many also return to us for further advice as their matter progresses, secure in the knowledge that someone with expert knowledge and experience is there to guide them.



*Image generated with AI*

Legal Service case study:

# Advocating for a vulnerable individual facing legal challenges

### Background:

Nathan*, a client facing a charge of Public Nuisance, presents a case that intersects with broader societal issues such as mental health awareness, criminal justice, and family care.

Nathan's significant vulnerabilities, including bi-polar disorder, anxiety, and PTSD stemming from childhood abuse, complicated his legal situation. His history of multiple convictions for Public Nuisance and his belief that he was being targeted by police further exacerbated the problem. Additionally, Nathan's role as a carer for his wife and three children, all of whom have their own vulnerabilities, added another layer of complexity to his case.

### Challenge:

Nathan's inability to self-regulate particularly when under stress led to him being reactive before the courts, and lacking any alternative ways to manage them, the justice system takes a punitive approach to defendants who exhibit these kinds of behaviours. Nathan's particular mental health conditions and previous criminal history have left him fearful of a potential custodial sentence, which would leave his family without support. His financial constraints prevent him from engaging a private lawyer.

### Intervention:

TASC played a crucial role in helping Nathan address these challenges. Recognising his inability to advocate for himself due to his vulnerabilities, we provided tailored support. We helped Nathan understand the process and requirements for applying to Legal Aid Queensland (LAQ) for a grant of aid, and assistance was given in sourcing the necessary documents. We developed an interim strategy to ensure he had interim representation to obtain an adjournment that would allow adequate time for Legal Aid to process his application and appoint a lawyer to represent him.

### Outcomes:

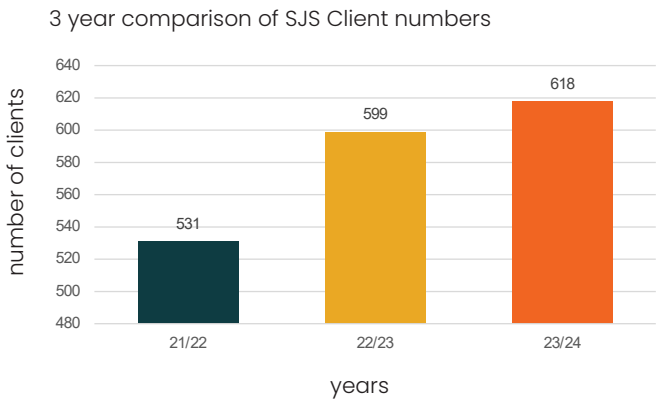
Nathan felt less overwhelmed and more empowered knowing he would not be alone in court before his lawyer was appointed, which meant he would be less likely to react in a way that would put him at risk of a poorer overall outcome. He gained a clearer understanding of his legal position and the steps he needed to take, reducing his anxiety about the upcoming hearing. Nathan is now actively working towards improving his situation, with a better grasp of how to navigate the legal system and advocate for himself.

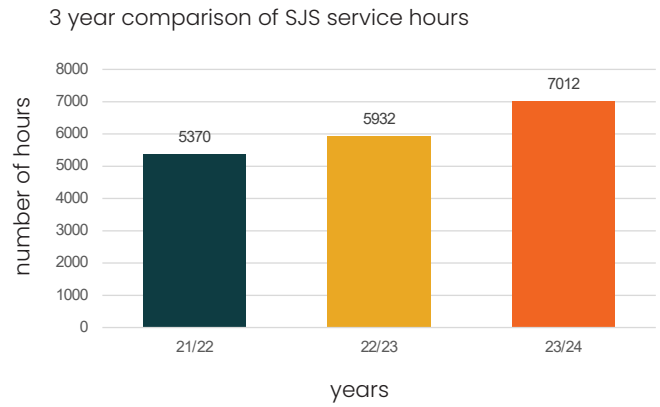
The justice system can be overwhelming and inflexible at times, and it is not always aware or considerate of the impacts that a trauma history might have on a defendant. CLCs operate in the spaces that exist between individual litigants, private firms, government appointed lawyers, and the courts. We step in and out of these spaces and systems as needed, always with a view to create better outcomes for clients with complex needs.

# Social Justice Services (SJS) achievements and challenges

The 2023-24 financial year marked a period of growth and consolidation for TASC Social Justice Services (SJS), building on the structural changes initiated in the previous year. As part of TASC's ongoing commitment to advocacy and social justice, the SJS team continued to provide essential support to vulnerable community members across the regions we serve. Despite the challenges faced, the SJS team achieved significant milestones, enhancing their impact through strategic collaborations, advocacy efforts, and community engagement.

## Performance




Across the Disability Advocacy, Mental Health Advocacy and Redress Support Service the social justice team helped 618 individual clients across 920 different matters. This support and advocacy encompassed 7012 hours of assistance to people needing help. Additionally, SJS programs were active in the community and sector raising awareness and knowledge around the issues TASC helps with through advocacy.

The SJS team held 293 education and outreach activities, including events during the year for a total of 692 hours. This was a substantial increase in terms of both the number of individuals accessing TASC's SJS services and the time spent advocating for them. During the 22/23 financial year, with a larger portfolio of programs which included QSTARS and SLASS, 599 individuals were helped reflecting 5932 hours of advocacy assistance and support. This increase was due in part to the organisation's effective recruitment and training activities during the prior 12 months.

For the purpose of these performance figures, the Rural Motherhood Initiative clients and time commitment has not been collated. The Rural Motherhood Initiative is a pilot program which follows a group based model rather than individual advocacy.




TASC celebrates Wear It Purple Day in solidarity with the LGBTQIA+ youth and community




Hon Charis Mullen MP visits TASC to discuss the challenges related to disability and mental health in the community

# Social Justice Services (SJS) achievements and challenges

## Milestones and progress

### Rural Motherhood Initiative (RMI) – Pilot program

In December 2023, TASC was successful in receiving a grant to design a pilot program which aims to be a family and domestic violence preventative and early intervention program. The RMI uses a group-based approach and is aimed at young women of child-bearing age who live in rural communities with a high proportion of traditionally male industries such as mining, gas and agricultural production. It focusses on introducing and building the concept of personal agency to empower them to recognise and pursue healthier relationships, build the maternal child bond, improve self-compassion and provide pathways to support when needed. The program design and community engagement activities were achieved by June 24, with group sessions beginning in the latter half of 2024 in the communities of Tara, Chinchilla and Miles on Queensland's western Darling Downs.

### Team expansion and strategic realignment

The SJS team successfully filled all advocate roles across its programs, expanding its footprint across several geographic regions despite sector-wide recruitment challenges.

**Toowoomba:** The central hub with an experienced senior advocate leading a team, focusing on disability advocacy, mental health advocacy and redress programs.

**Ipswich:** A growing team of advocates with a senior advocate who started in August to steer efforts in the region.

**Gympie, Hervey Bay, and Bundaberg:** These locations in the Wide Bay hub welcomed dedicated disability advocates, strengthening community connections and support.

### Program restructuring

The strategic restructuring initiated in the previous year was completed, optimising resource management and aligning programs with respective disciplines. Notably, the Seniors Legal and Support Service and the QSTARS tenancy advocacy service transitioned to TASC's Integrated Services, enhancing program efficiency and resource allocation, and placing these programs under the supervision of a Principal Solicitor.

### Looking ahead

As TASC Social Justice Services moves forward, the focus remains on fostering a team that embodies both professionalism and compassion. The challenges of the past year have strengthened the team's resolve to continue advocating for vulnerable individuals, ensuring their rights are protected and their voices are heard. The upcoming year will see continued efforts to address systemic issues, enhance service delivery, and expand TASC's impact across Queensland.




Senior Social Justice Advocate, David Boden celebrated his 5 year work anniversary during the year.

# Social Justice Services (SJS) achievements and challenges

## Achievements

### Draft Anti-Discrimination Bill 2024 Submission

As part of their systemic advocacy efforts, the SJS team collaborated with TASC Legal to contribute to the submission on the Draft QLD Anti-Discrimination Bill 2024. This submission emphasised the need for enhanced protections and equal rights, reflecting the TASC's commitment to advocating for systemic change for vulnerable people across the community.

### DANA submission on NDIS Amendment Bill

The SJS actively participated in the Disability Advocacy Network Australia (DANA) submission for the National Disability Insurance Scheme (NDIS) Amendment Bill, by contributing valuable insights gathered from their with people with disabilities and the years of experience gained from assisting people navigate the Scheme. The submission focused on necessary improvements to the NDIS and the impact the proposed changes to the Act would have on people with a disability thus aligning with TASC's goal of advocating for better support eco-system for individuals with disabilities

### Disability targeted foundational supports service system

The SJS team actively participated in a project coordinated by the Queensland Independent Disability Advocacy Network. This project, funded by the Department of Child Safety, Seniors and Disability Services, and Queensland Treasury Corporation (QTC), involved consultations to inform the early development of a targeted foundational supports service system.

### Queensland Civil and Administrative Tribunal (QCAT) advocacy

TASC advocates successfully utilised QCAT to challenge overly restrictive guardianship orders. These efforts promoted supported decision-making models that respect individual autonomy and dignity, demonstrating the team's dedication to human rights advocacy.

### Queensland Human Rights Commission (QHRC) success

The team achieved significant advocacy successes at the QHRC, addressing cases of discrimination and promoting equality. This work highlighted advocacy's role in safeguarding the rights of marginalised individuals, particularly those living with disability or mental health challenges.

### NDIS access and plan reviews

Advocates provided crucial support to individuals with complex disabilities in navigating NDIS eligibility criteria. The team played a pivotal role in assisting with evidence gathering and presentation, securing necessary supports through NDIS plan reviews. NDIS access and plan reviews remain a key matter TASC advocates assist with, particularly as NDIS governance and scrutiny increases in the disability services sector.

### Mental Health Review Tribunal (MHRT) advocacy

Mental health advocates were instrumental in ensuring the fair treatment of individuals with mental health issues at the MHRT. Their efforts promoted recovery-oriented approaches and protected the rights of those under the tribunal's jurisdiction.

## Challenges

### Access to services and support challenges

**NDIS accessibility:** Persistent challenges with accessing NDIS services, including long wait times and complex application processes, continued to affect individuals with disabilities. The SJS team worked tirelessly to support clients through these barriers.

**Disability Support Pension (DSP):** The DSP application process remained difficult due to extensive medical documentation requirements and high initial rejection rates, posing significant challenges for clients. Supporting clients through this process continues to be a common matter our advocates help with.

### Government policy and funding challenges

Concerns regarding the sustainability of funding for disability advocacy services persisted amid changes to government programs and budget constraints. Through their systemic advocacy activities, the SJS team advocated for continued support and resources to meet the growing demand.

### Housing and accommodation challenges

**Housing affordability crisis:** Rising rents and property prices exacerbated the difficulty of securing stable housing for low-income individuals, leading to an increase in homelessness among vulnerable populations.

**Public and social housing shortage:** The significant shortage of public and social housing, coupled with long waiting lists, remained a critical issue. The advocacy team worked with their sector networks to provide positive outcomes for some of our most vulnerable clients, though due to the scarcity of supply we're not always successful.

**Supported Independent Living (SIL):** Barriers to accessing Supported Independent Living services continued, with limited suitable living arrangements available that balance support with independence.

### Education and inclusive schooling challenges

Despite supportive policies, gaps between policy and practice in inclusive education persisted. Students with disabilities often faced challenges such as inadequate support and inaccessible learning environments, which the SJS team addressed through advocacy and support for clients to achieve more positive, sustainable outcomes with their education providers where possible.

### Legal and human rights

Ongoing advocacy focused on promoting supported decision-making over substituted decision-making in QCAT guardianship decisions. The team continued to push for models that respect the autonomy of individuals with disabilities while providing necessary support.




Social Justice Advocate David Boden attends announcement of the boost in advocacy funding organised by the Queensland Independent Disability Advocacy Network (QIDAN)




Social Justice Advocate Alicia Hawkins attends the Cooloola Disability Interagency Network (CDIN) seminar



*Image generated with AI*

Disability Advocacy case study:

# Facilitating fines waiver for a survivor of domestic violence

### Background:

Liz (name changed), a 60-year-old Australian woman with three adult children, sought assistance from TASC for the waiving of fines incurred under duress of domestic violence. Her challenging past, marked by psychiatric illness, childhood trauma and violence in intimate relationships, had led to strained familial connections.

### Challenge:

The issue centred around traffic infringement fines totalling $2000.00, accrued in Victoria between 2016 and 2017. These fines were incurred by Liz's defacto partner, who had used her vehicle without consent. Liz's situation was exacerbated by her partner's control over her communications, using a device attached to her mobile phone that alerted him of her contacts with the outside world. This control led to periods of isolation in their rural Victorian home, where Liz was left without basic necessities and means of escape. Following an attempt to start afresh in Cairns, Queensland, the relationship further deteriorated, with Liz experiencing abandonment and significant betrayal.

After moving to Toowoomba to live with her sister, Liz faced additional challenges. Diagnosed with breast cancer and undergoing radiation therapy, she was continually haunted by the fines reminders, which brought back distressing memories of her past abusive relationship.

### Intervention:

TASC's advocate approached Fines Victoria with a request to waive the fines, highlighting the context of domestic violence and its adverse impact on Liz's health, particularly during her cancer treatment. A temporary suspension ('hold') was placed on the fines to halt accruing fees, providing an opportunity to collect relevant evidence. This evidence included documentation from domestic violence support groups in Bendigo and Cairns, as well as medical and psychological reports attesting to Liz's experiences of abuse. Given the scarcity of direct police or medical evidence, the advocate meticulously compiled a comprehensive history of Liz's tumultuous relationship with her ex-partner. This detailed submission to Fines Victoria was essential in portraying the full extent of Liz's ordeal.

### Outcomes:

Initially, the case was expected to take upwards of 120 days for resolution. However, considering Liz's deteriorating health and the psychological impact of the pending fines, the advocate advocated for expedited processing. Fines Victoria responded compassionately to this request and agreed to waive the outstanding fines. The confirmation of this decision, received via email on 14.11.2023, brought immense relief to Liz.

### Conclusion:

Freed from the financial reminders of her traumatic past, Liz could now focus solely on her recovery and well-being. This case exemplifies the importance of sensitive and comprehensive advocacy in supporting individuals through complex legal and personal challenges.



*Image generated with AI*

Disability Advocacy case study:

# Guidance through DSP application for Thomas

**Background:**
Thomas (name changed), a 55-year-old man living at his parents' residence while assisting them with their farm, sought assistance on his own. Not currently employed and dealing with a physical impairment, Thomas was in need of support to apply for the Disability Support Pension (DSP) after being advised of his potential work capacity by his job provider.

**Challenge:**
The requirements of applying for jobs and attending job provider meetings posed a significant challenge for Thomas, exacerbated by his need to drive a manual car into town, which was difficult given his leg condition. The threat of these demands potentially worsening his condition highlighted the need for a solution.

**Intervention:**
A series of supportive measures were undertaken:

**Exploring eligibility:** Conversations were initiated around Thomas's eligibility for DSP, with discussions also covering alternatives like engaging in voluntary work to meet Mutual Obligations (MO's) should DSP not be viable.

**Support services advice:** Guidance was provided on accessing in-home care through the Queensland Community Support Scheme (QCSS), aimed at easing some of Thomas's daily challenges.

**Facilitating communication:** Efforts were made to assist Thomas in navigating discussions with his General Practitioner (GP) to help address his concerns about medical reports and paperwork necessary for the DSP application.

**Providing Information and support:** Thomas received information on available supports and was guided through the DSP application process.

**Outcomes:**
Thomas now feels better equipped and supported to advance with his DSP application. The assistance from the advocacy team has clarified his rights and the steps he needs to take next, including preparing a new claim due to the initial application's lapse.

**Conclusion:**
Thomas's experience underscores the value of accessible support and clear guidance for individuals navigating the complexities of disability support services. The intervention has empowered Thomas to move forward with his application confidently.

This case study shows the importance of adopting a client centred approach which tailors support to the client's capacity and needs, enhancing Thomas's ability to engage with the process effectively.



*Image generated with AI*

Disability Advocacy case study:

# Holistic support framework for Ethan's journey

**Background:**
Ethan (name changed), is a young person with multiple psychosocial diagnoses under NDIS care and the eldest of a large sibling group, more than half of whom are also under NDIS plans. Ethan's family faced a pressing crisis marked by behavioural challenges leading to property damage and police interventions, complicating their housing stability.

**Challenge:**
Compounded by Ethan's behavioural issues, the family's efforts to secure housing were hindered by negative rental histories, pushing them toward the brink of homelessness. This led to intervention by Child Safety, which resulted in altered NDIS service arrangements without adequate funding adjustments which further exacerbated the family's stress. Ethan's increased anxiety and school avoidance added another layer of difficulty for the family.

**Intervention:**
A comprehensive strategy was developed to address the family's multifaceted challenges:

**Immediate housing support:** Leveraging experience in crisis intervention, a TASC social worker facilitated short-term accommodation for the family, averting immediate homelessness and eventually helped them secure long-term housing with a three-year lease.

**Engaging stakeholders for comprehensive support:** A home meeting convened key stakeholders, including representatives from TASC, a community community support agency and Education Queensland, aiming to offer Ethan's parents a robust support system. This meeting underscored the commitment to empower the parents through intensive parenting courses and practical strategies for home and educational challenges.

**Empowering parents with effective strategies:** The meeting introduced Ethan's parents to a variety of tools and strategies, such as behaviour reward charts and engagement tactics for school reattendance, aimed at fostering a positive home environment and encouraging Ethan and his siblings towards better school participation.

**School re-engagement plan:** Tailored plans for Ethan's gradual return to school were implemented, using incentives to motivate attendance. The positive changes in Ethan's school engagement inspired similar improvements in his siblings, enhancing their educational experiences.

**Outcomes:**
The collective and targeted support from involved stakeholders revitalised Ethan's parents ability to navigate their family's complexities. Ethan's shift towards consistent school attendance had a positive ripple effect across his siblings, contributing to an overall healthier, more stable family dynamic.

**Conclusion:**
This case illustrates the effectiveness of a coordinated and supportive approach in assisting families facing layered challenges, highlighting the transformative power of community and professional support in fostering positive outcomes.

# Rural Motherhood Initiative




Supporting rural mothers and children navigating life's ups and downs

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tasc
Legal and Social Justice Services

240904-Sjs-RMIA3

# Rural Motherhood Initiative (RMI)

In December 2023, TASC successfully secured funding from Queensland's Keeping Women Safe from Violence program, a key initiative aligned with the National Plan to End Violence Against Women and Children 2022-2032. This national plan underscores a commitment to ending violence against women and children within one generation. With this support, TASC launched the **Rural Motherhood Initiative (RMI)**, a program aimed at interrupting intergenerational cycles of domestic and family violence, focusing on the wellbeing of vulnerable mothers and their young children.

The RMI seeks to empower mothers by fostering **hope and agency** — two critical elements that enable individuals to make thoughtful decisions and seek support when needed. By enhancing these qualities, the program helps mothers overcome the debilitating effects of trauma, building resilience and strengthening their capacity to care for themselves and their children. Hope and agency not only increase a mother's ability to navigate the complexities of domestic violence but also improve the effectiveness of psychoeducation on trauma, family dynamics, and attachment issues.

A core component of the initiative involves challenging conventional views on motherhood and of "what makes a good mother" which can leave women more vulnerable to domestic violence. By redefining these narratives, the RMI helps mothers disengage from harmful expectations and instead embrace a model of motherhood that prioritises their unique circumstances and the well-being of their children.

## Achievements and challenges

The western Darling Downs communities of Chinchilla and Tara were selected as the initial focus areas due to the scarcity of resources in rural and remote regions, compounded by significantly higher rates of violence against women in remote areas. These regions, dominated by traditionally male industries such as agriculture and mining, face unique challenges related to domestic and family violence. The RMI offers a much-needed lifeline to mothers in these communities, providing critical support where it is most needed.

By mid-2024, significant progress had been made in stakeholder engagement and program implementation, with regular group meetings now held in both Chinchilla and Tara. Groups meet fortnightly, with individual calls between participants and a group facilitator occurring between sessions. This individual contact provides a confidential space for women to discuss sensitive issues that they may not feel comfortable addressing in a group setting.

### Looking Ahead: Plans for 2024-25

Looking forward, TASC has several exciting initiatives planned for the remainder of 2024:

**Joint Baby Welcoming Ceremony:** In collaboration with Goondir Medical Centre Chinchilla, TASC will participate in a baby welcoming ceremony for Aboriginal mothers, creating an inclusive and supportive community event. This event is being sponsored by CS Energy.

**Aboriginal Antenatal Group:** Stemming from the welcoming ceremony, plans are underway to establish a culturally sensitive antenatal group for Aboriginal mothers.

**School Readiness Group:** Through liaison with a community engagement officer from Queensland's Department of Education, TASC is exploring the development of a school readiness group for vulnerable mothers and their young children.

**Expanding impact:** Building on growing relationships with midwives and social workers, TASC is exploring ways to expand the initiative's impact, ensuring mothers receive holistic care and support across health and social services.

Through these efforts, the Rural Motherhood Initiative continues to make meaningful strides in supporting mothers and their children, helping to create safer, more resilient communities in rural Queensland.



*Image generated with AI*

# National Redress Scheme Support

### About the service
This service performs the important role of assisting survivors of institutional childhood sexual abuse to apply to the National Redress Scheme and navigate the practical and emotional challenges that arise from this process.

Redress Support Services (RSS) are in operation across Australia, with TASC funded to provide this vital service to our local Toowoomba, Darling Downs and Maranoa communities.

The National Redress Scheme, established in response to recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse, offers the opportunity for eligible survivors to receive financial support, counselling and an apology or acknowledgement directly from the institution responsible for the abuse.

### Service metrics
Over the course of the 2023/24 financial year, TASC's Redress Support Service supported 44 people to lodge their application to the National Redress Scheme.

Additionally, 30 people were also referred to other support services including specialist legal providers, mental health counselling, housing supports and drug and alcohol counselling services. These referrals are facilitated by our Redress Caseworker to provide a warm referral to ensure wrap around services for RSS clients.

Five people received an outcome from the Scheme over the year. Please note application processing times through the Scheme can be lengthy while they are being assessed.

### Trauma informed practice
Given the complexity of each individual trauma experience for survivors, the process of applying for Redress can be an incredibly daunting and challenging one.

For many survivors, this may be the first time they have ever fully shared the details of their abuse experience and had the opportunity to be supported to thoroughly reflect on the lifelong impacts it has had on them.

This challenging and confronting personal journey is often made more complex due to the dynamic of survivors having to rely on and trust in the institution of Government to treat their personal stories through a trauma informed lens, with sensitivity and respect to make a fair offer of Redress.

Our Redress caseworkers support survivors with both the practical support to navigate what is at times a complex system, and the emotional support to assist them to look after their general health and wellbeing throughout their journey.

### Building awareness and trust:
Given the sensitive and timebound nature of the National Redress Scheme, significant service focus must also be maintained on building awareness and trust in the Scheme in our local community.

As such, part of our responsibility as a Redress Support Service is to ensure that as many people as possible are aware of the Scheme and that local support is available to assist people to apply during the duration of the Scheme.

### Achievements and challenges
Toward the end of the financial year, funding for the Redress Support Service was renewed by the Commonwealth Department of Social Services. This sees TASC's support service funded until the Scheme finishes in 2027. This renewed funding give stability to the program to continue supporting people and raise awareness of the supports available.

Awareness and education efforts around the Scheme were a key activity in early 2024, with caseworkers connecting with organisations across the Darling Downs though face to face visits to those communities. This has seen consistent demand for the service following a lull in late 2023/early 2024. Additionally, through leveraging connections with other RSS in Queensland our caseworkers have been able to provide outreach to new clients in remote parts of the state outside our prescribed catchment.

### The year ahead
As the Scheme continues to mature, our ongoing focus is to cultivate an environment where survivors, their families, and the wider community are empowered to share, understand and seek the assistance currently available.

In order to achieve this, the TASC Redress Support Service strives to ensure that every survivor that seeks our support finds not just assistance to engage with the Scheme but also a space of genuine understanding and empathy.



*Image generated with AI*

National Redress Scheme Support Service case study:

# Olivia's journey through the National Redress Scheme

## Background

Olivia, a middle-aged woman, grew up within the foster care system. During her late primary to early high school years she endured physical, emotional, and sexual abuse across several foster homes. As an adult, Olivia has faced ongoing struggles with chronic anxiety, depression, and profound trust issues, which have significantly impacted her personal relationships and ability to maintain stable employment. For much of her life, Olivia remained silent about her experiences, fearing that her story would not be believed.

## Challenge

When Olivia learned about the National Redress Scheme, she decided to seek assistance but was apprehensive about the complexity of the process and reluctant to share her past. She reached out to TASC's Redress Support Service for guidance. Her primary challenge was her deep-seated trauma, which made it difficult for her to speak about her experiences and to navigate the steps required in applying for redress.

## Intervention

Olivia's first interaction with the Redress Support Service involved a meeting with her Redress Caseworker. From the outset, the Caseworker focused on creating a safe, non-judgemental space, recognising the importance of empowering Olivia to take control of her journey at her own pace. Trust-building was essential, and during this initial session, Olivia shared fragments of her past, while the Caseworker actively listened, validating her emotions and making sure she felt heard.

As Olivia became more comfortable, the Caseworker introduced her to the National Redress Scheme and explained its three core components:

- A monetary payment as recognition of the harm suffered.
- Access to counselling and psychological care.
- The option to receive a direct personal response from the responsible institution.

While Olivia had not initially considered a direct personal response, she appreciated knowing it was an option she could explore when she felt ready. The Caseworker also explained that gathering records from her time in care would be required—a task that could potentially trigger old traumas. Understanding this, the Caseworker offered to assist Olivia with obtaining these records and connected her with legal services to streamline the process and minimise re-traumatisation.

Throughout her redress journey, Olivia struggled with panic attacks and nightmares, often triggered by revisiting her past trauma. Her Caseworker remained a constant source of support, offering coping strategies discussed during their sessions. With consistent encouragement and guidance, Olivia began to manage her anxiety and panic attacks more effectively.

## Outcome

After several months of working through the redress process, Olivia received an offer from the National Redress Scheme. She accepted a financial acknowledgment of the harm she suffered and gained access to long-term psychological support. While Olivia chose not to pursue a direct personal response at this stage, deciding she was not yet ready to confront the institution responsible for her abuse, she valued knowing the option remained available for the future.

Through the support of the Redress Caseworker and the tailored approach offered by TASC's Redress Support Service, Olivia was able to navigate the complexities of the Redress Scheme while feeling empowered to make decisions that aligned with her needs and healing journey.

# Integrated Services achievements and challenges

The 2023-24 year saw the establishment of TASC's Integrated Services team which brings together service offerings which have both a legal and social work or advocacy focus. Operating under the management of Principal Solicitor David Manwaring, this model provides significant efficiencies and improved service delivery, and was necessary due to the growth in the number and breadth of programs using this integrated model.

The restructure brough together TASC's Seniors Legal and Support Service, QSTARS Tenancy Advocacy service and Mind My Legals, a health justice partnership which pairs social work and legal services with clients who have had contact with the Darling Downs Health Service's Acute Mental Health Unit.

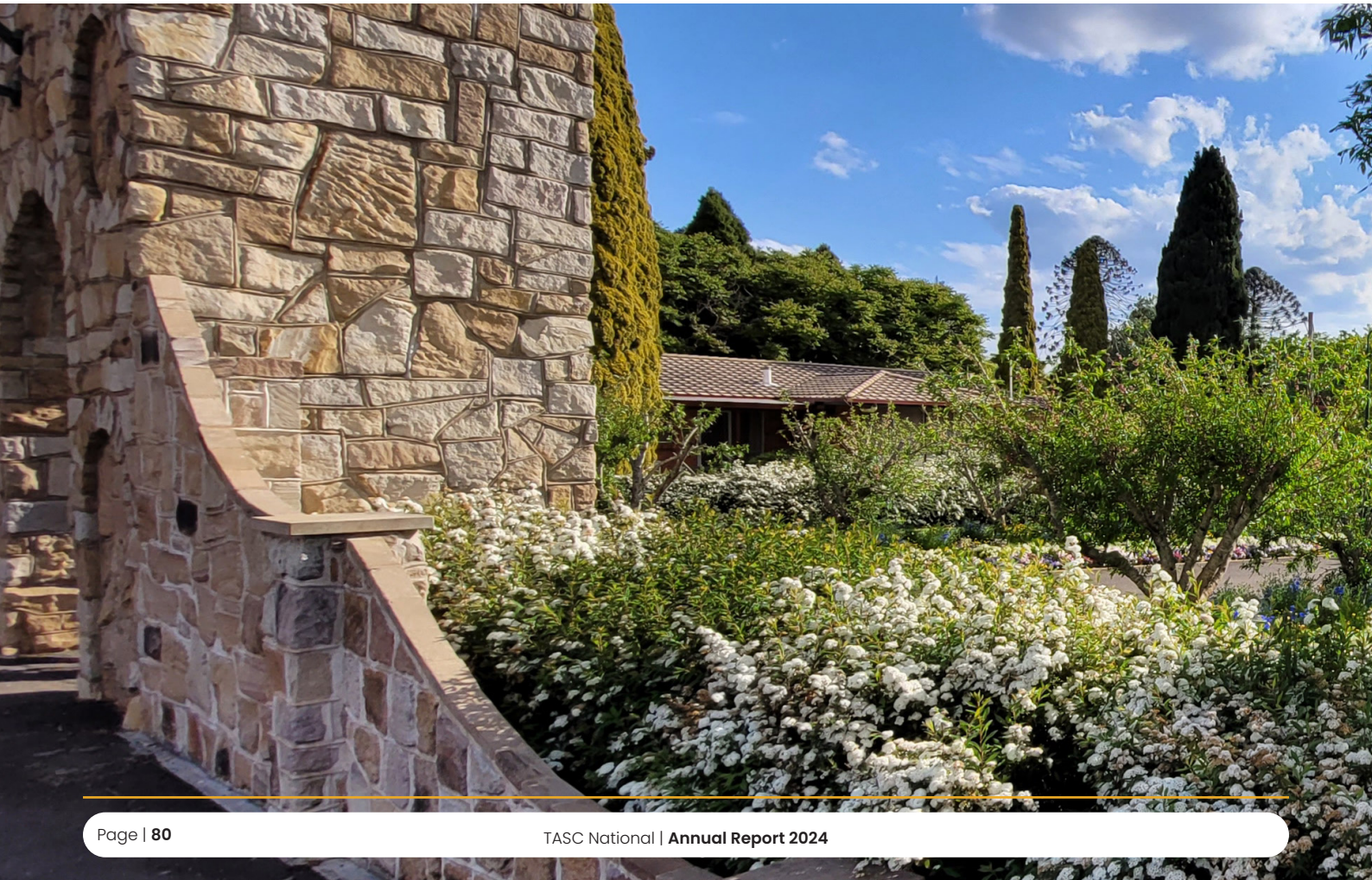
Prior to this, these services were under either the general legal or social justice services portfolios.

### Key strength of each program:

**SLASS:**
- Empowerment: Empowering seniors to assert their rights and combat abuse.
- Advocacy: Advocating for systemic changes to protect vulnerable elders.

**QSTARS:**
- Stability: Ensuring stable housing for tenants.
- Equity: Addressing housing disparities and advocating for fair treatment.

**Mind My Legals:**
- Holistic Care: Recognising the link between mental health and legal issues.
- Collaboration: Partnering with health services for comprehensive support.



# Mind My Legals achievements and challenges

## Mind My Legals

Mind My Legals combines legal and social work services to support individuals experiencing mental illness. The program, designed for patients of Darling Downs Health assists patients currently engaged with Darling Downs Mental Health. Recognizing that mental health challenges often intersect with complex legal and social issues, Mind My Legals provides a holistic approach to care.

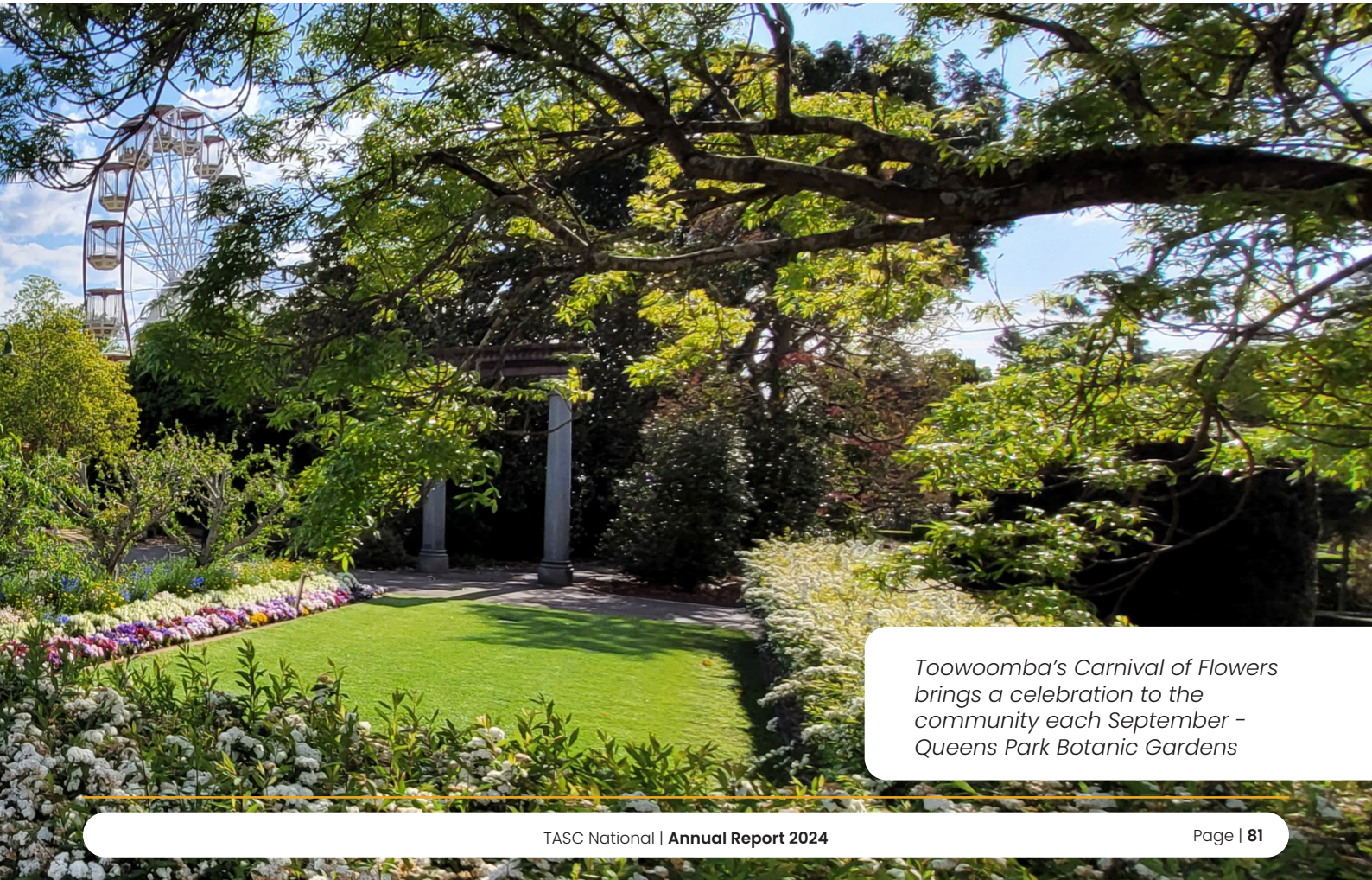
Through this service, individuals receive crucial legal advice from our solicitor, who helps them understand their rights and address or prevent legal issues. In addition, our social worker connects clients with broader support networks, providing information, referrals, and personalised assistance to ensure comprehensive, wrap-around care.

## Achievements and challenges

During the 2023/24 financial year, following a successful launch and collaboration with the Acute Mental Health Unit (AMHU) and Baillie Henderson Hospital, the program was temporarily put on hold due to recruitment challenges. These issues reflect a broader trend in the sector, particularly in regional areas, where the recruitment of qualified legal professionals has been difficult.

However, after ongoing recruitment efforts, Mind My Legals successfully secured a new solicitor and social worker in September of the following year. Throughout this hiatus, TASC's Principal Solicitor maintained regular communication with Queensland Health funders, ensuring they were kept informed of the program's progress.

As Mind My Legals resumes its operations, TASC remains committed to supporting individuals with mental health challenges by providing essential legal and social work services, ensuring clients receive the care and assistance they need during vulnerable times.



*Toowoomba's Carnival of Flowers brings a celebration to the community each September - Queens Park Botanic Gardens*




TASC Legal and Social Justice Services
11 July 2023 ·

Congratulations to our awesome Tenancy Advocate Melisa Cross celebrating another work anniversary with us.

She worked for many years in the real estate industry. Then, she became passionate about making sure tenants were heard and understood. This led her to taking the tenancy advocate role in TASC in 2018.

She loves being able to empower tenants to understand their rights and work towards having a secure place to call home.




Congratulations to our Tenancy Advocate Melisa Cross for celebrating 5 years with TASC in July

Tenancy Advocacy:
# QSTARS program

In 2023-24, TASC's QSTARS program, funded and supervised by Tenants Queensland as part of the Queensland Statewide Tenant Advice and Referral Service (QSTARS), has witnessed an ongoing increase in demand as tenancy challenges grow in complexity.

This increase aligns with the broader housing crisis gripping Australia, where limited affordable housing stock and rising rental costs have created unprecedented pressures nationwide. The result is that Queensland's rental market reflects many of the issues seen across the country, placing considerable strain on housing advocacy services as they respond to the heightened need for support.

### Housing crisis and a shift towards unconventional living arrangements

In response to the ongoing housing shortage, many Queensland residents are increasingly resorting to unconventional and informal living arrangements as a means of securing shelter.

As demand for housing continues to outstrip supply, individuals have turned to living in vehicles or shared accommodations, often at a premium, as stop-gap measures. A growing trend in rooming accommodation agreements, where rooms are rented individually for between $180 and $250 weekly, reflects the scarcity of affordable rental options. This development is mirrored in other states, as previously less-common housing arrangements are becoming standard practice amidst the nation's rental crisis.

### Challenges for single income and vulnerable tenants

Single-income and vulnerable tenants are among the hardest hit, as affordability standards fail to keep pace with escalating rents. The 30% income-to-rent guideline used by many agents is increasingly unattainable, especially for individuals reliant on a single income or support payments. This has become a national issue, with a need for reforms that address affordability gaps for these groups across the country.

### Declining Property Maintenance Standards

Alongside rising rents, the national trend of declining property maintenance is impacting Queensland renters, with rising costs contributing to a reluctance among lessors to invest in property upkeep. Many tenants report accepting substandard conditions due to fears of retaliatory actions if they request repairs. This has led to a decline in property standards and quality across parts of the affordable housing sector.

### Legislative shifts and market adjustments

Recent legislative changes in Queensland, aimed at stabilising rental markets by capping rent increases to a 12-month cycle, have prompted some lessors to shift towards six-month tenancy contracts. This trend, seen in various forms across Australia, reflects an effort by some lessors to circumvent rental caps and maintain flexibility in rental pricing, often to the detriment of tenant stability. The Queensland government continues to monitor these developments, seeking a balanced approach to ensure the legislation's intent—greater security and stability for tenants—is realised, in line with similar efforts seen nationally.

### Agency dynamics and power imbalances

Queensland tenants, like those in other parts of Australia, are increasingly vulnerable to power imbalances between tenants and property agents, with many agents making decisions on behalf of lessors that may not always be communicated or understood by those directly involved. This lack of transparency and limited negotiation capacity has affected tenants' ability to advocate for fair terms, contributing to a challenging landscape across the rental market.

In light of these ongoing pressures, TASC's QSTARS team continues to deliver crucial support and advocacy. The rising demand on QSTARS advocates, who are managing larger and more complex caseloads, underscores the significance of this service. Through dedicated assistance, TASC's QSTARS program remains committed to promoting equitable housing outcomes and advancing the rights of Queensland tenants in one of the most challenging rental environments in recent history.

# Seniors Legal & Support Service (SLASS)

The 2023/24 financial year was a period of embedding the gains of the previous year and building flexibility in their service delivery. Key to this was building awareness in the community around elder abuse and the help available, and bolstering service delivery by improving efficiencies from our increased coverage area. Throughout these changes, SLASS core mission of helping older people experiencing or at risk of elder abuse remained at the forefront of the program.

## Ongoing program development

Beginning the year with a newly expanded catchment and team, embedding the service model across a new region was a priority. With new professionals joining the team, the opportunity to leverage the experience of the existing team members was pivotal in achieving this, while fresh perspectives brought new energy and ideas to community awareness activities and outreach in the expanded Ipswich catchment.

## Understanding SLASS' core mission

At the core of SLASS is a deep-seated commitment to assist individuals aged 60 and above (50 for Frist Nations people) who may be facing forms of mistreatment or exploitation, including financial misconduct.

The service operates as a vital support structure, providing a confidential environment to address potential elder abuse cases with sensitivity, diligence and respect.

Central to its success is the hybrid legal-social work model which is central to programs in the Integrated Services portfolio. It is a collaborative approach that combines the expertise of solicitors and social workers to facilitate a comprehensive support system which addresses both the legal and socio-emotional aspects of elder abuse.

Additionally, the SLASS team fosters health-justice partnerships by connecting with healthcare providers to identify and address potential cases of elder abuse, facilitating a more holistic approach to older people's care.

## Community engagement and awareness

Raising awareness about elder abuse and the help available from programs such as SLASS has been a strong focus during the year, particularly in the Ipswich region. In addition to annual events such as Senior's Expos, this focus has seen the SLASS team increase their community engagement activities in new directions by forging new connections with neighbourhood centre, veterans' groups as well as leveraging existing connections in the sector such as nursing homes to present information, raise awareness and provide pathways to help.

Additional to these targeted activities, teams in Ipswich and Toowoomba created an initiative to hold information and awareness stalls at key shopping centres in their regions.

Through these pro-active SLASS aims to create a community that is well-informed and vigilant and well-informed about elder abuse. With these initiatives, SLASS is working to create a landscape where safety and knowledge converge to enhance the safety of older people across the communities we serve.

## Unifying the service model – Prioritising demand over geography

Over the course of the year due to the increased catchment area, workload and resource imbalances were noted. With this in mind, and to leverage TASC's expanded group and improve client experience, SLASS introduced a unified service model. This approach shifts the focus from the previous model which allocated worker by geographical location to a demand-driven allocation of staff resources. In addition, this model helps increase efficiency by balancing workloads between the Ipswich and Toowoomba catchments.

## This brings the following benefits:

### Dynamic Staff Deployment:

- Rather than rigidly assigning team members to specific regions (such as Ipswich or Toowoomba), the model allows flexible redeployment.
- When demand surges in one area, staff can be temporarily shifted from another region to meet the need. For example, if Toowoomba experiences a spike in client requests, staff from Ipswich can assist either by phone or in person.

### Resource Optimisation:

- By prioritising demand, SLASS ensures that clients receive timely and consistent services.
- Staff hours are allocated based on real-time needs, avoiding underutilisation or overburdening of individual team members.

### Feedback and Adaptation:

- Regular monitoring and feedback loops allows SLASS to fine-tune this approach.
- The Department, which funds SLASS, will review the impact of this change in service delivery in January 2025.

### Benefits:

- Consistent service quality across regions.
- Efficient utilisation of staff resources.
- Improved responsiveness to client needs ( the aim is to provide efficient, timely service by reducing wait times).



Image sourced from Shutterstock

TASC Legal and Social Justice Services
20 October 2023 ·

A big shoutout and heartfelt thank you to everyone who swung by our stall at the Ipswich Seniors Expo.

Our SLASS team had a fantastic time connecting with each and every one of you, answering your questions about the legal and support services we offer to seniors.

Toowoomba, you're up next!... See more




TASC's SLASS team attend the Seniors Expo in Ipswich

TASC Legal and Social Justice Services
30 October 2023 ·

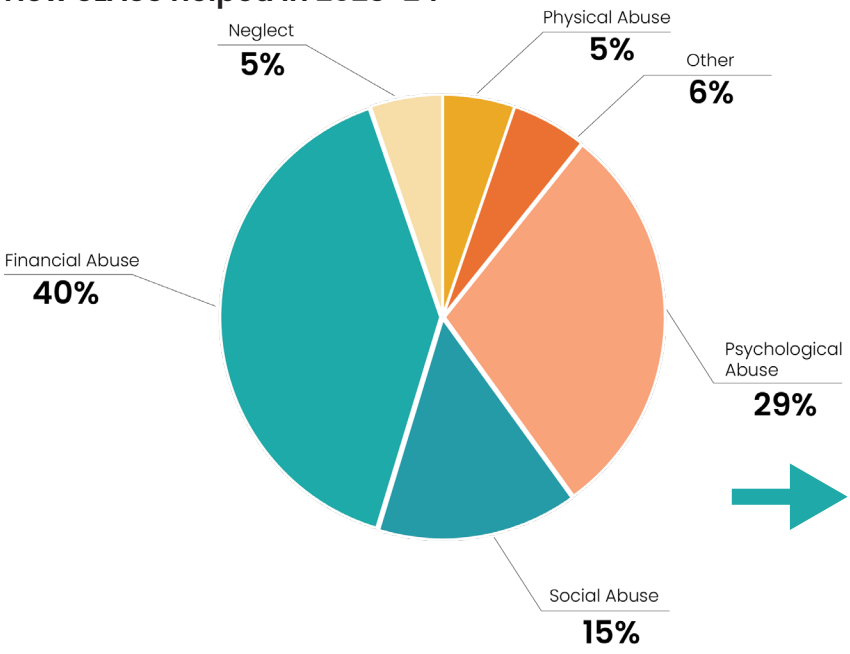
Seniors Month was all about fostering social bonds, and the Toowoomba Seniors Expo at the Toowoomba Showgrounds Founders Pavilion last week provided a prime opportunity for numerous connections.

The Toowoomba Showgrounds witnessed a substantial turnout of elderly residents eager to explore the diverse array of community services. The Seniors Expo featured a wide spectrum, ranging from retirement home choices and social clubs to health products and legal and financial assist... See more




TASC's SLASS team attends Toowoomba's Seniors Expo to provide information and raise awareness of the help available to older people

## How SLASS helped in 2023-24




The 'Other' category includes a range of legal problems which are not included in SLASS services and were referred to both TASC's general legal service or other legal services by the SLASS team.

These problems include:

- Consumer complaints,
- Divorce and Family Law
- Civil and property law
- Wills and probate.



*Image generated with AI*

Seniors Legal and Support Service case study:

# Advocating for Michael's rights and property

**Background:**
Michael (name changed), now residing in a nursing home, experienced a significant life changing medical event that left him with debilitating mobility issues.

Prior to the medical event, Michael owned a vehicle and a limited number of other items of modest value. In the wake of his health challenges, his family essentially decided who should be appointed as his attorney, a decision facilitated through the signing of an Enduring Power of Attorney (EPOA).

**Challenge:**
Subsequent to these changes, Michael lost contact with his Attorney, who had dealt with his assets on his behalf, including the sale of his vehicle.

With a social worker's assistance, it was discovered that insurance payments for the now - sold vehicle continued to be deducted from his account for a number of years.

Additionally, the client faced challenges with mobility device registration requirements as a result of being unable to contact his Attorney.

**Intervention:**
The interventions included several key actions to address Michael's situation:

**Insurance refund:** Support was provided to contact the insurance provider, resulting in an agreement to refund the payments post - vehicle sale.

**Wheelchair registration support:** Assistance was extended to ensure the client had all necessary forms to register the mobility device.

**EPOA revocation:** Following Michael's decision, the solicitor facilitated the revocation of the EPOA, informing relevant institutions such as the client's bank.

**Recovery of sale proceeds:** Efforts were made to request the return of Michael's money held on trust by the Attorney, culminating in him receiving the majority of money owed following the Attorney's initial refusal to return the money

**Personal belongings recovery:** A significant amount of the client's belongings were essentially dumped at the nursing home without notice to him. The solicitor leveraged the support of a local community group to assist Michael to sort through his belongings and dispose of any unwanted goods.

**Outcomes:**
Now the problem is solved as Michael feels supported through the complexities of recovering his assets and revoking the EPOA. The collaborative efforts between the solicitor, social worker, and a local community organisation have significantly improved his situation, allowing him access to his possessions and ensuring his financial stability is being addressed.

The social worker will continue to support Michael in selling his unwanted items of value and managing his belongings, while the solicitor continues to assist him with issues around money which is still unaccounted for.

**Conclusion:**
This case highlights the importance of integrated legal and social work support in navigating the challenges faced by individuals in vulnerable situations, ensuring their rights and well-being are prioritised.

The collaborative effort between legal and social work services and community organisations underscores the community's capacity to provide compassionate assistance to those in need.



*Image generated with AI*

Seniors Legal and Support Service case study:

# Navigating financial abuse and family dynamics for Margaret

**Background:**
Margaret (name changed) had recently rekindled a relationship with her now adult child after decades of estrangement and was living in a nursing home. Following a health scare, she was advised to establish an Enduring Power of Attorney (EPOA), appointing adult child to manage her financial, personal, and health affairs.

At this time her bank account, supplemented by regular pension payments, amounted to less than $5,000. Alarmingly, she soon discovered her account was nearly empty, a revelation that came to light through bank notifications. With the help of a SLASS social worker Margaret discovered there was less than one dollar left in her account.

**Challenge:**
The discovery of her financial situation, especially near Christmas, left Margaret devastated and feeling isolated. Her decision to initially file a police complaint against her adult child was withdrawn, reflecting her deep conflict between seeking justice and preserving their newly reconnected relationship.

Margaret's situation was further complicated by her dementia, adding another layer of sensitivity to how she could seek redress while ensuring her legal instructions were clearly articulated and followed.

**Intervention:**
To address Margaret's situation, a comprehensive strategy was devised prioritizing the least confrontational methods at the outset

**Initial social worker support:** Efforts were first made to resolve the issue amicably, with the social worker assisting Margaret in reaching out to her adult child for a resolution. This pathway for resolution was unsuccessful

**Exploration of legal avenues:** The solicitor presented Margaret with a range of options for proceeding. These included solicitor intervention, Public Guardian engagement, or police complaint continuation

**Solicitor's letter:** Following unsuccessful direct contact attempts, the solicitor sent a letter to Margaret's adult child providing them with the opportunity to repay the funds in the first instance.

**Outcomes:**
The adult child reached out within a day of receiving the letter, unable to return the full amount immediately but proposing installment payments. Negotiation led by the SLASS solicitor increased the installment amounts payable to Margaret to better reflect the financial hardship inflicted on her.

The SLASS solicitor was able to quantify the financial loss to Margaret and formalise a written repayment agreement between the parties.

Both the Solicitor and Social Worker continued to support Margaret until there was confirmation that the repayments were being made regularly by Margaret's adult child.

**Conclusion:**
This case highlights the intricate interplay between legal advocacy and the maintenance of family relationships, showcasing the nuanced support required to navigate such emotionally and financially complex situations.


tasc
OPENING HOURS
9:00am – 4:30pm
Monday to Friday
07 4616 9700
www.tascnational.org.au
This Centre is accredited by
NACLC
National Association of Community Legal Centres

# Corporate Services achievements and challenges

The Corporate Services department has navigated a year marked by significant change for the organisation. Throughout this period, the department maintained its focus on ensuring the organisation's internal operations remained stable and adaptable. Efforts were directed toward upgrading technological systems, improving risk and governance structures and supporting the effective delivery of services.

The department also encountered several challenges. Funding constraints and growing service demands placed increased pressure on available resources. The team size was reduced due to redundancies in late June, necessitating adjustments to workload distribution and operational processes.

### Systems and technology

During the first half of the financial year, it was announced the Community Legal Sector's Client Management System (CMS) - CLASS - is to cease operation in July 2025.

As one of two CMS used by TASC across the Legal and Social Justice Services business units, this change was seen as an opportunity to incorporate TASC's service offering into a single system. This will improve the opportunity for visibility over our clients' needs, simplify reporting and allow access to organisation-wide metrics for improved, data-driven decision making.

A process of stakeholder consultation was undertaken to define the scope and features of the new CMS, followed by an Expression of Interest to select a software vendor. Work is currently underway on the new CMS with the system expected to be live by March 2025.

Additionally, substantial work was completed on TASC's financial software systems following changes the previous year. This work has included aligning legacy data and data structures with the new system, ensuring improved efficiency for the finance team.

ICT infrastructure and hardware has also been improved and maintained to ensure workers have access to the tools and communications channels to effectively reach and service our clients.

### Embedding quality assurance (QA) function

The department began embedding a Quality Assurance (QA) function across TASC's services, focusing on data integrity, reporting improvements and accountability. This work is ongoing and aims to align processes and practices across the organisation.

### Financial stewardship

The department maintained strong financial oversight despite economic pressures relating to rising operational costs. Budgeting decisions prioritised critical services while supporting organisational growth.

### Regulatory and compliance challenges

Evolving government regulations and compliance requirements placed additional demands on the department to ensure the organisation's processes remained aligned with regulatory changes.

Additionally, to facilitate these changes and provide future agility in meeting new requirements, efforts to streamline TASC's policies and procedures have continued. This work ensures TASC's requirements are clear across a range of areas (governance, service delivery, administration etc.). In this way TASC is able to assure itself of its legislative compliance and its ability to meet its obligations to funders.

### Building and fleet management

During the financial year leasing and facilities maintenance was an additional focus for the team. TASC's Roma office changed location, moving to more suitable premises in the Western Queensland centre. Additionally, office locations in our Wide Bay catchment were reviewed for geographical suitability in terms of client needs. This work is ongoing with changes expected in the coming year.

TASC continued to maintain a modern fleet with two older vehicles being replaced with hybrids during the year. This was done to align with our sustainability goals and to ensure TASC's workforce which travels throughout Southern and South West Queensland have safe, reliable vehicles which are suitable to the variable road conditions we experience.

# Our marketing activities

In the 2023/24 financial year, TASC National's marketing team has been dedicated to reinforcing the organisation's presence and enhancing communication channels across the Southern and South West Queensland.

A key priority has been raising awareness of the essential services TASC provides to local communities. To achieve this, we leveraged and bolstered existing community connections and community events, supporting TASC's front line staff to forge meaningful connections and awareness of our services. Additionally, we amplified our messaging through our social and traditional media platforms to highlight the positive impact TASC has within the communities we serve.

In addition to public outreach, marketing has also played a pivotal role in supporting our staff as they engage with stakeholders and clients in the community. By providing essential materials and resources, the marketing team has ensured that our staff are well-equipped to effectively represent TASC and communicate our services.

**Key initiatives include:**

**Community engagement:** Actively supporting various departments in attending local events to promote and educate the public on the comprehensive services offered by TASC.

**Staff support in the field:** Equipping staff with branded collateral, presentations, and information packs to facilitate professional and impactful meetings with stakeholders and clients in the community, ensuring consistency in messaging and strong brand representation.

**Partnership development:** Collaborating with TASC staff and community centres to facilitate access to free legal services, community education sessions, and social work support, helping us better serve vulnerable populations.

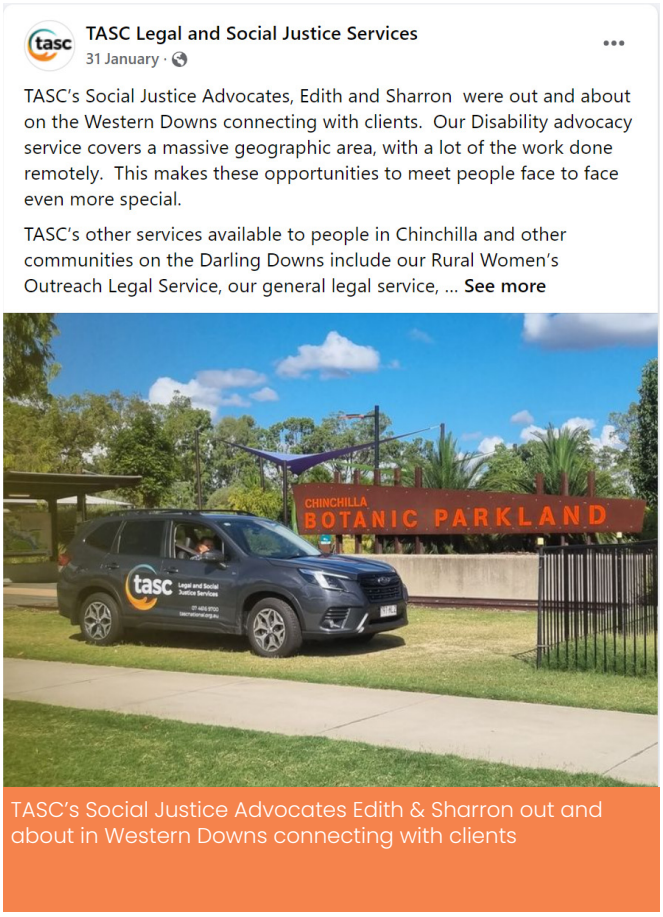
**Disability advocacy:** Elevating awareness and accessibility of TASC's disability advocacy services, ensuring more people can benefit from our support.

**Social media:** Utilising social media to showcase success stories, highlight positive community partnerships, and promote awareness of TASC's services, significantly broadening our outreach and engagement with the public.

**Local outreach:** Increasing visibility through the placement of our services in local community directories, helping to ensure that individuals in need can easily find and access our services.

**Branding and visibility:** Expanding branding efforts with car decals, updated office signage, and collateral materials that strengthen our presence with external stakeholders.
While progress has been substantial, we have faced some challenges along the way. Transitions in key staff roles momentarily affected access to comprehensive program data, but through increased internal collaboration—via in-person meetings and leveraging key foundational documents—we were able to ensure the accuracy of program information. This proactive approach also led to the development of valuable tools such as geographic mapping and enhanced presentation materials for our teams.

In conclusion, this year's focus on refining and amplifying our communication, social media presence, and outreach strategies, as well as supporting our staff in the field, has been critical in strengthening TASC National's engagement across our service region. These efforts are part of a continued commitment to improving the client experience and expanding our reach to serve even the most remote areas.

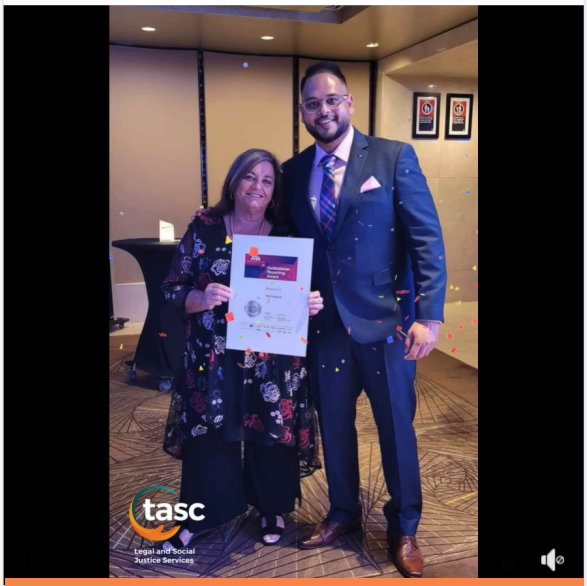


TASC's Social Justice Advocates Edith & Sharron out and about in Western Downs connecting with clients

TASC Legal and Social Justice Services
29 May ·

For the third year in a row, TASC has received a Silver Award in the General Award category at the Australasian Reporting Awards (ARA) for its 2023 annual report.

The ARA is open to organisations located in the Asia-Pacific region and beyond, providing companies with an opportunity to benchmark their reports against specific ARA criteria based on world's best practice. This includes an overview of the organisation, its context and objectives, a review of operations with a... See more




TASC's CEO Frances Klaassen and Marketing Officer Naish Nand wins Silver 3 years in a row at the Australasian Reporting Awards (ARA)

TASC Legal and Social Justice Services
12 July 2023 ·

We are thrilled to receive this grant to run this important project aimed at breaking the cycle of domestic violence across the region.

Stay tuned for updates on the progress of our project.

#Womensafety #breakingthecycleofDV... See more



THECHRONICLE.COM.AU

**TASC National granted $150,000 to roll out domestic violence program**

TASC's is thrilled to receive a grant and run a project aimed at breaking the cycle of domestic violence across the region

TASC Legal and Social Justice Services
5 October 2023 ·

FestABLE is an annual event designed, managed and rolled out by people living with disability for people living with disability.

TASC's dedicated disability advocates were on hand at our stand to connect with the community and let people know about how our disability and mental health advocacy services can help them navigate the systems they rely on and services which impact them.

It was a privilege to be part of FestABLE 2023, a fun, inclusive and community driven event.... See more



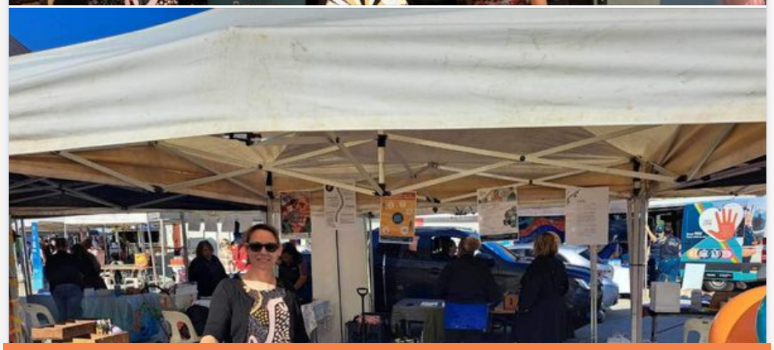

TASC attends FesABLE Disability Expo in Hervey Bay

TASC Legal and Social Justice Services
18 July 2023 ·

What a fantastic NAIDOC earlier this month. TASC's team in Ipswich and Toowoomba enjoyed the days connecting with the community and raising awareness for the services TASC provides in our region.

With plenty of activities, music and information on hand, our team were kept busy talking with people and enjoying the NAIDOC celebrations. Thank you to everyone who took the time to visit our site and have a chat.



TASC's solicitors and advocates in Ipswich and Toowoomba attended NAIDOC Week celebrations in Ipswich and Toowoomba

# TASC in the community




Shayne Neumann MP visits TASC in support of the work we do in the community




Team TASC gathers in Gatton for training and team bonding day



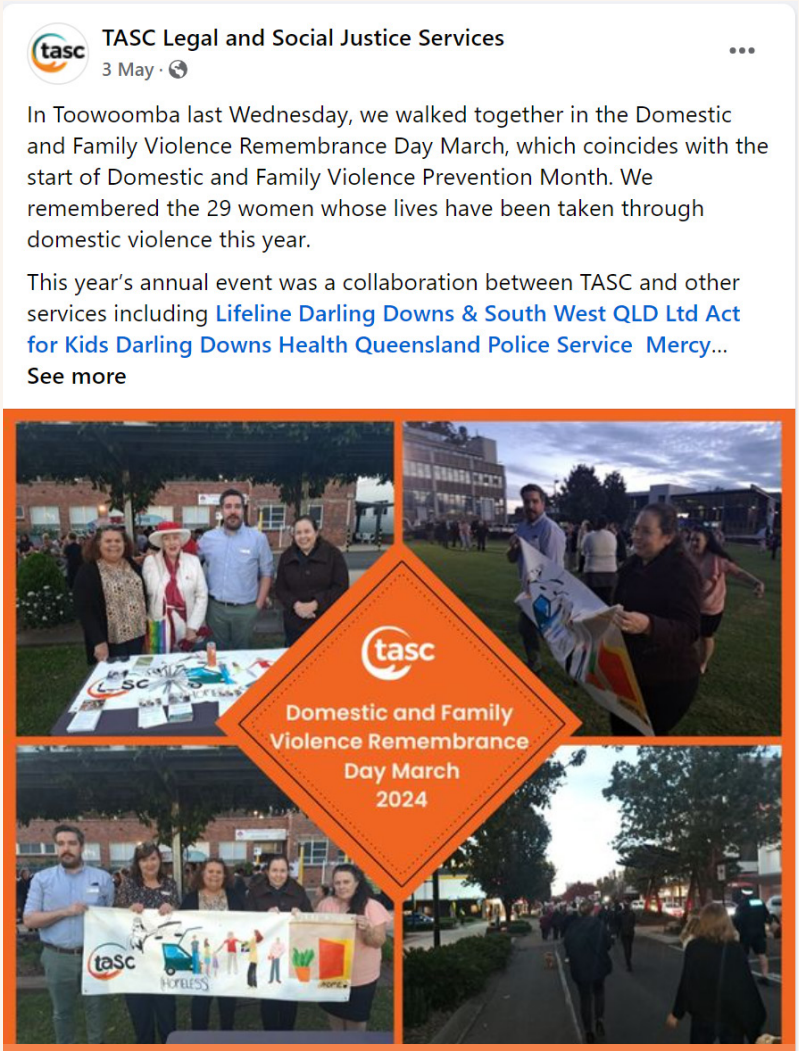

TASC CEO Frances Klaassen OAM and Kerry Durrand attend the Technology for Social Justice Conference organised by Infoxchange




TASC CEO Frances Klaassen OAM attends the QLD Council of Social Services town hall meeting in Toowoomba and catches up with QCOSS CEO Aimee McVeigh




Jennifer Howard MP visits TASC in support of the work we do in the community




TASC comes together to support Domestic and Family Violence Rememberance Day March




Climate Change and Disaster Resilience are top of mind for the TASC team following a sector led workshop which highlighted how CLC's are postioned to support communities after major events.




TASC's SLASS team in Ipswich & Toowoomba ran a information booth at Clifford's shopping Centre & Riverlink Shopping Centre for World Elder Abuse Awareness Day


I attended your office and was impressed by the professional, calm and relaxed demeanour of the two ladies at reception. It is refreshing to encounter reception staff that are respectful of elderly and disability pensioners... These two ladies went out of their way to assist me in submitting important forms etc.
INFORMATION SESSION CLIENT

1. Welcome
2. About us
3. Our people
4. Operations
5. Risk and governance
6. Finance

*Toowoomba's First Coat Festival brought a lasting legacy of artwork to the lanes of Toowoomba's CBD. This piece is featured in Mark Lane.*

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100 Environmental and social governance



# Risk and governance

In the 2023-24 financial year, TASC continued to strengthen its risk management processes to ensure the organisation's resilience in the face of both existing and emerging challenges and opportunities.

### Risk management framework

A comprehensive review and update of the risk management framework were undertaken to align with best practices. This revision ensures the framework is robust, adaptable, and meets the organisation's evolving needs, thus enhancing our ability to respond effectively to potential risks.

### Organisational risk register

An update of the risk register is in progress to better capture both existing and emerging risks. This is aimed at improving our capacity to manage and mitigate risks, which is essential for maintaining operational stability and, ultimately, our ability to continue serving our clients effectively.

By proactively managing risks, we safeguard our organisation's sustainability and ensure that we are well-positioned to navigate the complexities of our operating environment.

### Accreditation

TASC is proud to have achieved mid-cycle accreditation against the **National Standards for Disability Services (NSDS)** for our advocacy and social work services. This accreditation is now valid through to late 2025, reflecting our ongoing commitment to delivering high-quality services that meet national standards.

The accreditation process provided positive feedback, highlighting TASC's client-centred approach, and the team's commitment to continuous improvement. Our services were noted for their empathy, professionalism, and the tangible impact on the lives of the people we support.

This achievement reinforces TASC's dedication to maintaining excellence in service delivery, supported by frameworks that ensure compliance, quality, and accountability.

### Governance

The governance structure at TASC has been strengthened this year to ensure sound oversight, strategic direction, and accountability, key to sustaining the organisation's mission. In particular, an Audit and Risk Committee was established to provide dedicated oversight on these critical areas.

### Board expansion

To enhance governance capabilities, three new Directors were appointed to the Board through targeted recruitment. This approach ensured the inclusion of skills and expertise identified as crucial for TASC's future growth and strategic direction.

### Governance framework

Several key governance documents were updated this year, ensuring that TASC's policies reflect contemporary standards. These updates include:

- Delegations of Authority
- Code of Ethics and Conduct
- Risk Management Framework
- Quality Management
- Whistleblower Protection

While substantial progress has been made, work is ongoing to ensure all aspects of the governance framework are comprehensive and up to date.

### Strategic Plan development

Planning for the 2025-2028 Strategic Plan commenced this year, with a view to finalising the new plan by May 2025. This plan will set the strategic direction for TASC in the coming years, ensuring we are able to respond to evolving community needs.

### Quality assurance (QA) processes

In line with our commitment to continuous improvement, Quality Assurance processes were reintroduced across service areas. These processes are critical in supporting high standards of service delivery, maintaining a client centric approach and identifying opportunities for further enhancement.

By strengthening our governance and risk management, TASC is well-positioned to navigate future challenges, remain compliant with industry standards, and continue delivering impactful services to our clients.

# Environmental and social governance

The United Nations Sustainable Development Goals (SDGs) outline a shared vision for tackling global challenges, from poverty and inequality to climate action and justice for all. Since 2015, these 17 goals have offered a roadmap for building a sustainable, equitable world by 2030. As a not-for-profit organisation focused on delivering essential services, we see the SDG framework as a valuable tool for guiding and refining our work within a global context.

In the coming financial year, we will develop our formal ESG framework with consideration of the SDG's through our strategic planning process.

Below, we outline key areas where our efforts and services reflect our commitment to sustainable practices, social responsibility and client-focussed service delivery.

### Combatting the effects of poverty

Our commitment to alleviating the effects of poverty extends across all our services, encompassing more than immediate financial needs. Poverty can limit access to essential opportunities, supports, resources, and fairness. Through our advocacy, legal and casework services we work to address these gaps by empowering individuals and communities to overcome systemic barriers. Our services aim to enhance access to justice, provide guidance, and connect people with the resources needed to build a stable and supportive environment. Additionally, our law reform and systemic advocacy work underscores our dedication to broader change, addressing the underlying structural issues that perpetuate poverty and inequality.

### Supporting health and well-being for vulnerable people

Health and well-being remain central to our work. Through services like the Seniors Legal and Support Service (SLASS) and disability advocacy, we support clients facing elder abuse or navigating complex support systems. Our health-justice partnerships also ensure holistic support for those dealing with both mental health and legal challenges, enhancing outcomes and empowerment.

### Reducing inequality in our community

Reducing inequality is at the heart of our work. Our services—whether legal, social, or advocacy-based—are designed to support those who face systemic and personal barriers to justice and equality. We remain committed to advocating for marginalised individuals and communities. By listening to the lived experiences of our clients, we ensure that our work is both relevant and impactful, even within the constraints we face.

### Responsible Consumption and Production

We have taken initial steps to reduce our environmental footprint, including efforts to eliminate single-use plastics from our marketing merchandise. While this is a small part of a broader picture, it reflects our growing commitment to responsible consumption. We recognise that more work remains in this area, but we are steadily moving towards more sustainable practices.

### Climate Action

With climate change affecting vulnerable communities acutely, we are committed to responsible operational practices, including our shift to a hybrid vehicle fleet and the use of sustainable materials. These actions reflect our intention to contribute to environmental sustainability within our organisational capacity.

### Peace, Justice, and Strong Institutions

As a community legal and social justice centre, promoting justice and equity is core to our mission. Every day, we work to provide critical legal and advocacy services to those who face barriers to accessing justice. Whether it's through legal representation, social work, or targeted advocacy, our services are designed to break down systemic inequalities and ensure that everyone has a fair chance at achieving justice.

To make this work possible, we rely on strong, transparent, and accountable institutions. Our collaboration with courts, government agencies, and community organisations enables us to deliver meaningful outcomes for our clients. At the same time, we are committed to strengthening our own internal governance. The introduction of a Quality Assurance (QA) function and the upcoming CMS migration reflect our commitment to maintaining high standards of integrity and accountability within our own operations. Strong institutions, both internally and externally, are critical to ensuring that justice and equity remain accessible to all.

While our structured alignment with the SDGs will take shape this financial year, our current actions reflect an ongoing commitment to sustainable impact. By aligning our ESG efforts with the SDGs that resonate most with our mission, we look forward to contributing to a more just, equitable, and sustainable future for the communities we serve.




*The striking juxtaposition of new and old buildings in Ipswich.*

*Photo courtesy of TASC SLASS Soliciitor, Jenny Sampson*


The SLASS team have given me inspiration, my life journey has changed and I'm so grateful. I was having a bad day today but now I have a spring in my step.
SLASS CLIENT

1. Welcome
2. About us
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4. Operations
5. Risk and governance

# 6. Finance




*Bringing beauty to the utiliarian - laneway art in Mark Lane, Toowoomba CBD*

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# Treasurer's report

I am pleased to present the Treasurer's Report for TASC National for the financial year ending 30 June 2024. This year has presented significant challenges, particularly in workforce retention and recruitment, reflecting the ongoing difficulties faced by many organisations across Australia. Despite these headwinds, TASC has remained financially resilient, securing essential grant income and donations that have been instrumental in delivering our services across the communities we support.

A notable benefit this year has been the successful management of carried-forward income. With the ongoing support of our funding bodies, who permitted the carry-forward of specific funds, we were able to maintain service continuity and uphold our commitments to those in need. This flexibility has been invaluable, allowing us to strategically allocate resources to high-impact areas while navigating the challenges of a shifting workforce landscape.

In terms of financial performance, I am pleased to report a surplus of $52,678 for the financial year. This operating result highlights the careful financial management and prudent oversight by the Board and Finance Committee. The surplus, though modest, signifies our commitment to balanced and sustainable growth, ensuring that TASC remains well-positioned to meet the evolving needs of our communities.

Recognising that our people are our greatest asset, we have also prioritised investments in human resources support. This year, we dedicated funding toward the development of a new workforce strategy, aimed at enhancing support for our staff and empowering them to continue providing the critical services on which our communities rely. This initiative aligns with our broader strategic objectives and reflects our commitment to sustainable workforce development, both now and into the future.

From a governance perspective, the Board has maintained a rigorous approach to financial oversight, ensuring robust accountability and transparency in all financial matters. The Finance Committee has been diligent in monitoring financial performance, ensuring compliance, and adapting to emerging challenges. This strong governance framework has enabled us to navigate a complex financial environment while upholding our mission and values.

Looking ahead, TASC National remains dedicated to a financially sustainable future. We will continue to pursue diverse funding streams, prudent management of resources, and strategic investments in our workforce, all of which are essential to fulfilling our mission and strengthening our impact across the community.

In conclusion, I would like to extend my gratitude to our funding partners, donors, and the Board for their unwavering support and commitment to TASC's financial and operational health. Their contributions and dedication have been critical to our continued success and will remain instrumental as we move forward.

Ann-Marie Johnston
Treasurer, TASC National Ltd



# Financial Report Summary

## INCOME STATEMENT

For the year ended 30 June 2024

| INCOME STATEMENT | 2024 | 2023 |
|---|---|---|
| Grants | 5,808,974 | 4,597,021 |
| Donations | 17,514 | 5,510 |
| Interest | 75,108 | 46,197 |
| Other | 85,315 | 99,159 |
| Rental income | 19,083 | 28,729 |
| **Revenue** | **6,005,995** | **4,776,616** |

| EXPENSES | 2024 | 2023 |
|---|---|---|
| Marketing expenses | 34,690 | 43,330 |
| Occupancy expenses | 145,470 | 140,676 |
| Client Support Services | 5,108,536 | 3,858,263 |
| Depreciation | 177,876 | 155,617 |
| Other expenses from ordinary activities | 477,916 | 369,506 |
| Borrowing costs expense | 8,831 | 11,931 |
| **Expenses** | **5,953,318** | **4,579,324** |

| **Surplus for the period** | 2024 |
|---|---|
| Surplus | **52,677** |

## BALANCE SHEET

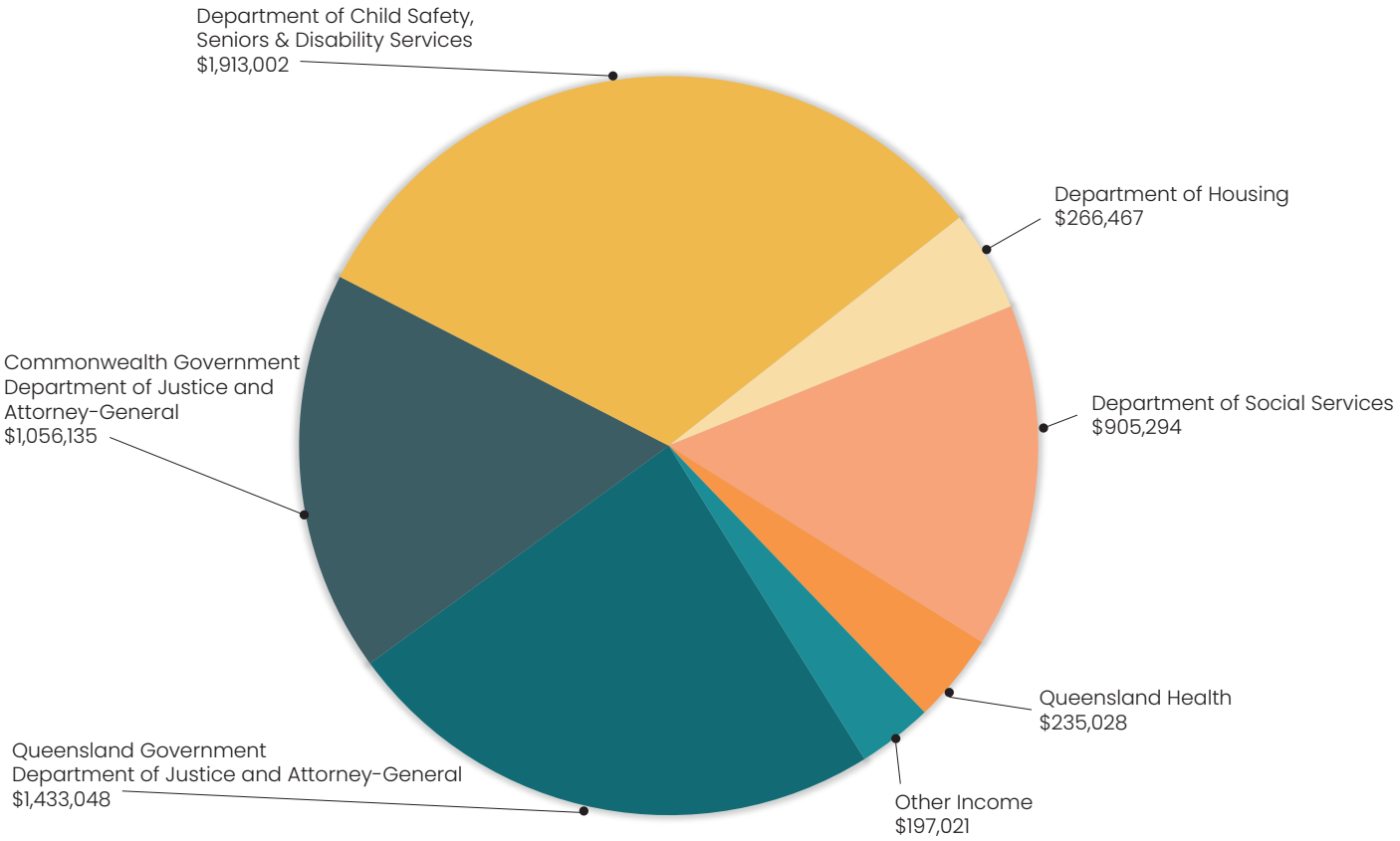
As at 30 June 2024

| ASSETS | 2024 | 2023 |
|---|---|---|
| **Current Assets** | | |
| Cash and cash equivalents | 1,744,716.00 | 1,965,181 |
| Trade and other receivables | 11,907.00 | 17,499 |
| Prepaid Expenses | 68,852.00 | 49,034 |
| **Total current assets** | **1,825,475** | **2,031,714** |
| **Non-current assets** | | |
| Property, plant and equipment | 257,998 | 370,947 |
| Right-of-use Asset | 59,926 | 115,277 |
| **Total non-current assets** | **317,924** | **486,224** |
| **Total assets** | **2,143,399** | **2,517,938** |

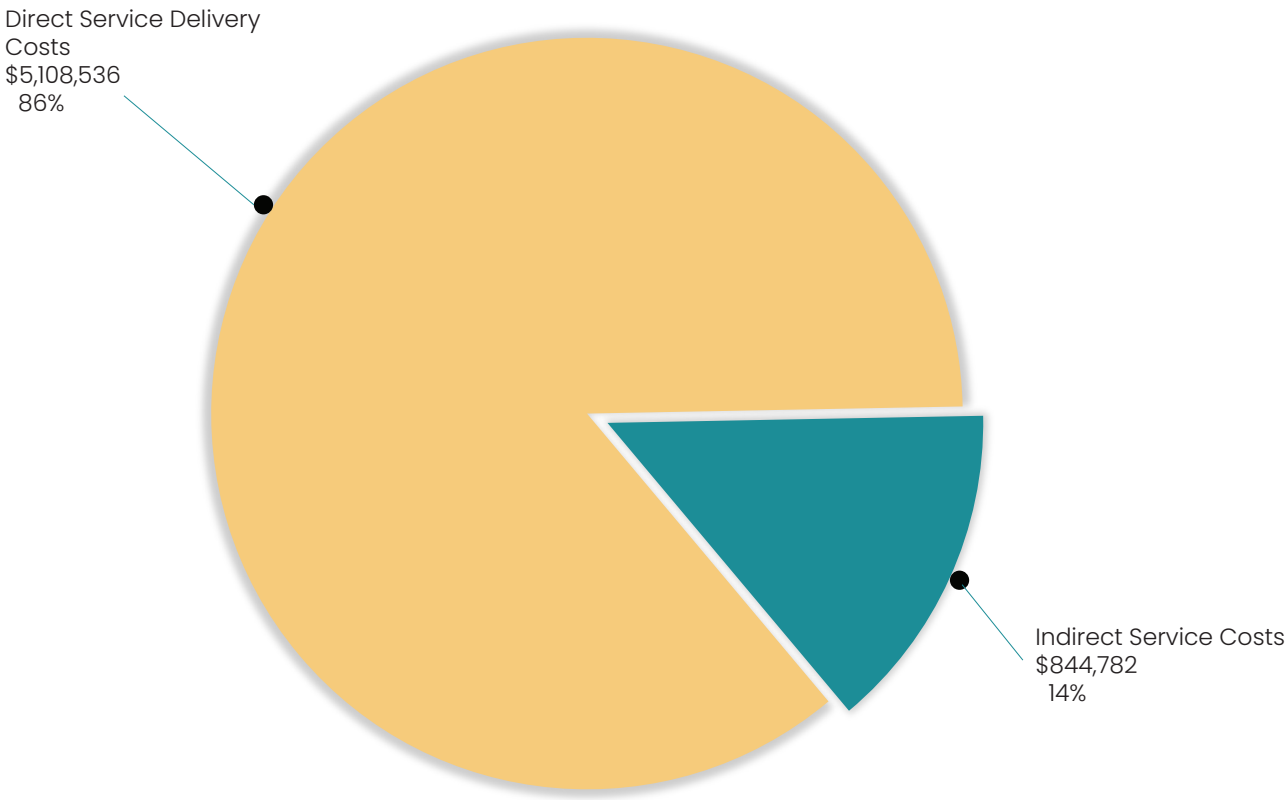
| LIABILITIES | 2024 | 2023 |
|---|---|---|
| **Current Liabilities** | | |
| Trade and other payables | 489,667 | 877,082 |
| Financial liabilities | 97,827 | 135,002 |
| Provisions | 304,908 | 228,521 |
| **Total current liabilities** | **892,402** | **1,240,605** |
| **Non-current liabilities** | | |
| Financial liabilities | 47,607 | 122,253 |
| Provisions | 42,099 | 46,466 |
| **Total non-current liabilities** | **89,706** | **168,719** |
| **Total liabilities** | **982,108** | **1,409,324** |

| EQUITY | 2024 |
|---|---|
| **Retained surplus** | **1,161,291** |
| **Total equity** | **1,161,291** |

## SOURCE OF OPERATING FUNDS 2024




## USE OF OPERATING FUNDS 2023 - 2024



# TASC NATIONAL LIMITED
# ABN: 14 611 777 087

## FINANCIAL REPORT

## FOR THE YEAR ENDED 30 JUNE 2024

**TASC NATIONAL LIMITED**
**ABN 14 611 777 087**

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**TASC NATIONAL LIMITED**

**DIRECTOR'S REPORT**
**FOR THE YEAR ENDED 30 JUNE 2024**

The directors present their report, together with the financial statements, on the company for the year ended 30 June 2024.

**Directors**
The following persons were directors of the company during the whole of the financial year and up to the date of this report, unless otherwise stated:

| Director | Current | Resigned | Appointed |
|---|---|---|---|
| Lesley Jenet Beames | ✓ | | |
| Craig Anthony Armstrong | ✓ | | |
| Ann-Marie Johnston | ✓ | | |
| Dr Rhett Martin | ✓ | | |
| Dr Sharon Boyce | ✓ | | |
| Jan Ezidkhalo | ✓ | | 13/12/2023 |
| Lelia Patricia Fallon | ✓ | | 17/03/2024 |
| Jessica May Jones | ✓ | | 19/03/2024 |
| Dr Nikola Stepanov | | 08/09/2023 | |
| Ross David Morgan | | 01/09/2023 | |

**Objectives**
The objectives of the company are to:

a) Provide free legal services and access in aiming to be responsive to the needs of the disadvantaged and marginalised in our Australian (Queensland) community.
b) Provide legal services, including legal information, advice and referral to women in rural and remote regions of South West Queensland.
c) Provide information advice and referral services and support to the community, to Non-Government Organisations and to inclusive and collaborative services to enhance the capacity of communities to respond to the needs, safety and well-being of community Members.
d) Increase knowledge and awareness of rights and obligations of disadvantaged people in the community to enable them to assert their rights and fulfil their obligations.
e) Contribute to the reduction in abuse and financial exploitation of disadvantaged people by assisting the vulnerable to identify and protect their rights and to promote independence, safety and well-being.
f) Provide access to information, advocacy and advice to tenants and to homeless people or those at risk of being homeless and to increase knowledge and understanding of rights.
g) Provide services to people with a disability designed to increase the control they have over their lives through advocacy.
h) Represent the voices of the people with disabilities in the community in the Toowoomba, Darling Downs, Ipswich, North and South Burnett and Gympie regions.
i) Work for law reform in response to identified needs.

**Strategy for achieving the objectives**
The Strategic Plan FY 2020 – FY 2025 available via the TASC National web site identifies the strategies the company employs to comply with the objectives.

**Principal activities**
The provision of legal, advocacy and social services to vulnerable and marginalised members of our communities.

**Performance measures**

TASC measures the performance of the company through:

a) Compliance with the Strategic Plan and the objectives and initiatives therein
b) Identifying targets for success and measuring performance against these targets
c) Compliance with funding bodies' service agreements
d) Compliance with corporate governance targets and deliverables
e) Accreditation with industry regulatory bodies

**Information on Directors**

| | |
|---|---|
| **Name:** | Lesley Jenet Beames |
| **Title:** | Director |
| **Experience and expertise:** | Lesley is a communication consultant and historian and has worked primarily in the higher education and health sectors as a marketing manager, training consultant and human resources adviser. She is most comfortable contributing to organisations that tackle social issues, transform the lives of individuals and improve the well-being of communities. Lesley brings her skills incommunications, education and people management to the board of TASC. |
| **Special responsibilities:** | Chairperson |

| | |
|---|---|
| **Name:** | Craig Anthony Armstrong |
| **Title:** | Director |
| **Experience and expertise:** | He is an Executive Consultant working with customer owned banks. With over 30 years' experience in the finance industry, Craig brings extensive business and leadership experience to the TASC Board. He has strong community appreciation and connections from across Queensland. Craig has qualifications from the Australian Institute of Company Directors – Company Director Course, UNSW Australian Graduate School of Management – Executive Management. |
| **Special responsibilities:** | Deputy Chairperson, member of Audit & Risk Sub committee |

| | |
|---|---|
| **Name:** | Ann-Marie Johnston |
| **Title:** | Director |
| **Experience and expertise:** | Ann-Marie joined the TASC Board in 2023. Ann-Marie is currently the CFO and General Manager Finance and Business Strategy at Toowoomba Regional Council and was proud to be the first female member of the Executive Leadership Team. She joined Toowoomba Regional Council in 2011 following an extensive career in financial management in diverse industries including manufacturing, insurance, transport, education, engineering, agri-business and arts management. Ann-Marie has a Bachelor of Commerce from James Cook University, is a Fellow of CPA Australia and Graduate of the Australian Institute of Company Directors. Ann-Marie has extensive governance experience and is passionate about diversity and inclusion. |
| **Special responsibilities:** | Treasurer, Chair of Audit & Risk Sub - Committee |

| | |
|---|---|
| **Name:** | Dr. Rhett Martin |
| **Title:** | Director |
| **Experience and expertise:** | Dr Rhett Martin joined the TASC board in 2022, bringing with him wide experience gained from private legal practice and academia. Rhett graduated from Melbourne University with degrees in Commerce and Law and also holds an LLM and PhD in Sustainability Regulation. Rhett is a senior lecturer in Law at the University of Southern Queensland (UniSQ), where he has worked since 2014. His research interests include environmental and sustainability regulation which looks at the intersection of law with sustainability and he has authored 'Understanding Sustainability Law' (2017, LexisNexis) along with a series of academic articles on ecologically sustainable forest management. Before relocating to Toowoomba he worked at RMIT and Monash University. Rhett practiced as a solicitor in medium and large firms prior to entering academia. Rhett lives and works in Toowoomba and has two daughters and a stepson. In his spare time, infrequent as it may be, he loves to explore Queensland with his family. |
| **Special responsibilities:** | Nil |

| | |
|---|---|
| **Name:** | Dr Sharon Boyce |
| **Title:** | Director |
| **Experience and expertise:** | Dr Sharon Boyce comes to us with expert knowledge, skills, and lived experience. As well as a disability advocate, Dr Boyce is a lecturer at the University of Southern Queensland (UniSQ), Chair of Queensland Disability Advisory Council and continues to work with many organisations across Queensland to raise awareness of living with disability. |
| **Special responsibilities:** | Nil |

| | |
|---|---|
| **Name:** | Jan Ezidkhalo |
| **Title:** | Director |
| **Experience and expertise:** | Jan joined TASC Board of Directors in 2023.<br>With a background of linguistics, research journalism, human rights activity and advocate for the Cultural Diversity and human rights with local and international organisations and agencies Including UN and UN women.<br>Jan has worked as a cultural advisor, diversity advocate speaker/presenter, Journalist and linguist for over 20 years. In addition to his TASC role, Jan is the manager of Cosmos Community Care and a member of CALD advisory team at Australian War Memorial |
| **Special responsibilities:** | Nil |

| | |
|---|---|
| **Name:** | Lelia Fallon |
| **Title:** | Director |
| **Experience and expertise:** | Lelia Fallon is a Legal Practitioner with over 30 years of commercial, banking & finance, local government and property knowledge gained from working with top tier law firms, blue chip banking & finance corporations, all tiers of government and industry bodies.<br><br>She was admitted to Practise as a Barrister and Solicitor of the Supreme Court of Victoria in 2004, is registered as a Practitioner of the High Court of Australia and holds the following qualifications: Bachelor of Arts (Economics & History) (NTU), Bachelor of Laws (QUT), Master of Laws (Applied Law) (Commercial Litigation) (CoL), Master of Laws (Applied Law) (FDRP) (CoL). |
| **Special responsibilities:** | Nil |

| | |
|---|---|
| **Name:** | Jessica Goldie |
| **Title:** | Director |
| **Experience and expertise:** | Jessica Goldie is a barrister at the private bar in Toowoomba and an Adjunct Professor with the University of Southern Queensland, School of Law and Justice. Jess was born and raised in Toowoomba and has worked all throughout regional Queensland. She practices primarily in criminal law, having appeared in serious and complex criminal jury trials in regional Queensland and Brisbane.<br>Jess was previously employed with the Office of the Director of Public Prosecutions from 2009 to 2018. In 2011, Jess was commissioned as a permanent Crown Prosecutor and then Senior Crown Prosecutor in 2016, being head of the Toowoomba Chambers at that time. |
| **Special responsibilities:** | Nil |

**Meetings of directors**

The number of meetings of the company's Board of Directors (the Board) and of each Board committee held during the year ended 30 June 2024, and the number of meetings attended by each director were:

| Director | Attended | Held |
|---|---|---|
| Lesley Jenet Beames | 6 | 6 |
| Craig Anthony Armstrong | 6 | 6 |
| Ann-Marie Johnston | 5 | 6 |
| Dr Rhett Martin | 4 | 6 |
| Dr Sharon Boyce | 4 | 6 |
| Jan Ezidkhalo | 1 | 3 |
| Lelia Patricia Fallon | 1 | 2 |
| Jessica May Jones | 2 | 2 |
| Dr Nikola Stepanov | 1 | 2 |
| Ross David Morgan | 2 | 2 |

Held: represents the number of meetings held during the time the director held office.

**Contributions on winding up**

In the event of the company being wound up, ordinary members, being current directors are required to contribute a maximum of $20 each. The total amount that members of the company are liable to contribute if the company is wound up is $140, based on the ordinary members at period end.

**Auditor's independence declaration**
A copy of the auditor's independence declaration as required under section 307C of the Corporations Act 2001 is set out immediately after this director's report.

This report is made in accordance with a resolution of directors, pursuant to section 298(2)(a) of the Corporations Act 2001.

On behalf of the directors

Lesley Beames
Director

Ann-Marie Johnston
Director

Dated: 18/10/2024
Toowoomba

**AUDITORS INDEPENDENCE DECLARATION**

**TO THE DIRECTORS OF TASC NATIONAL LIMITED**

In accordance with the requirements of section 307C of the *Corporations Act* 2001, as lead auditor for the audit of TASC National Limited for the period ended 30 June 2024, I declare to the best of my knowledge and belief, there have been:

a) No contraventions of the auditor independence requirements of the *Corporations Act* 2001 in relation to the review; and

b) No contraventions of any applicable code of professional conduct in relation to the review.

JG Audit & Assurance

JG Audit and Assurance

Jessica Galvin, Director JG Audit and Assurance Pty Ltd

Registered Company Auditor Number: 476 815

Dated: 18 October 2024

Toowoomba

ABN: 80 638 726 084

P: 0478 704 356 W: www.jgaudit.com.au

E: jess@jgaudit.com.au A: Toowoomba QLD 4350

liability limited by a scheme approved under Professional Standards legislation

**TASC NATIONAL LIMITED**

**STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME**
**FOR THE YEAR ENDED 30 JUNE 2024**

| | Notes | 2024 | 2023 |
|---|---|---|---|
| | | $ | $ |
| Revenue | 2 | **5,930,887** | 4,731,419 |
| Interest revenue | | **75,109** | 46,197 |
| Communication expenses | | **-36,498** | - 32,450 |
| Interest expenses | | **-8,831** | - 6,145 |
| Depreciation | | **-177,876** | - 155,617 |
| Finance, audit and accounting expenses | | **-21,380** | - 27,650 |
| Insurance expenses | | **-40,124** | - 26,434 |
| Employee benefits expense | | **-5,108,536** | - 3,858,263 |
| Library, resources and subscriptions expenses | | **-33,302** | - 30,257 |
| Minor equipment expenses | | **-21,474** | - 28,158 |
| Occupancy costs | | **-75,861** | - 77,034 |
| Office overhead expenses | | **-82,774** | - 74,223 |
| Programming and planning expenses | | **-199,786** | - 138,701 |
| Rent expenses | | **-51,830** | - 51,262 |
| Repairs and maintenance | | **-17,780** | - 12,380 |
| Travel expenses | | **-77,267** | - 60,749 |
| **Surplus/(deficit) before income tax expense** | | **52,678** | 198,292 |
| Income tax expense | 1(d) | - | - |
| **Surplus/(deficit) after income tax expense for the year attributable to the members of TASC National Limited** | | **52,678** | 198,292 |
| Other comprehensive income for the year, after tax | | **-** | - |
| **Total comprehensive income/(deficit) for the year attributable to the members of TASC National Limited** | | **52,678** | **198,292** |

The accompanying notes form part of these financial statements.

**TASC NATIONAL LIMITED**

**STATEMENT OF FINANCIAL POSITION**
**AS AT 30 JUNE 2024**

| | Notes | 2024 | 2023 |
|---|---|---|---|
| | | $ | $ |
| **CURRENT ASSETS** | | | |
| Cash and cash equivalents | 3 | **1,744,716** | 1,965,181 |
| Trade and other receivables | 4 | **11,907** | 17,499 |
| Prepaid Expenses | | **68,852** | 49,034 |
| **TOTAL CURRENT ASSETS** | | **1,825,475** | 2,031,713 |
| **NON-CURRENT ASSETS** | | | |
| Property, plant and equipment | 5 | **257,998** | 370,947 |
| Right-of-use asset | 6 | **59,926** | 115,277 |
| **TOTAL NON-CURRENT ASSETS** | | **317,924** | 486,224 |
| **TOTAL ASSETS** | | **2,143,399** | 2,517,937 |
| **CURRENT LIABILITIES** | | | |
| Trade and other payables | 7 | **489,667** | 877,082 |
| Borrowings | 8 | **67,727** | 64,388 |
| Employee benefits | 9 | **304,908** | 228,521 |
| Lease Liabilities | 10 | **30,100** | 70,614 |
| **TOTAL CURRENT LIABILITIES** | | **892,402** | 1,240,605 |
| **NON-CURRENT LIABILITIES** | | | |
| Borrowings | 8 | **47,607** | 93,775 |
| Employee benefits | 9 | **42,099** | 46,466 |
| Lease Liabilities | 10 | **0** | 28,478 |
| **TOTAL NON-CURRENT LIABILITIES** | | **89,706** | 168,719 |
| **TOTAL LIABILITIES** | | **982,108** | 1,409,324 |
| **NET ASSETS** | | **1,161,291** | 1,108,613 |
| **EQUITY** | | | |
| Retained surplus | | **740,820** | 633,796 |
| Funding Reserves | | **420,471** | 474,817 |
| **TOTAL EQUITY** | | **1,161,291** | 1,108,613 |

The accompanying notes form part of these financial statements.

**TASC NATIONAL LIMITED**

**STATEMENT OF CHANGES IN EQUITY**
**FOR THE YEAR ENDED 30 JUNE 2024**

| | Notes | Funding Reserves | Retained Earnings | Total |
|---|---|---|---|---|
| **Balance as at 1 July 2022** | | 406,640 | 503,681 | 910,321 |
| Surplus after income tax expense for the year | | - | 198,292 | 198,292 |
| Movements to Reserve | | 68,177 | -68,177 | |
| **Balance at 30 June 2023** | | 474,817 | 633,796 | 1,108,613 |
| **Balance as at 1 July 2023** | | 474,817 | 633,796 | 1,108,613 |
| Surplus after income tax expense for the year | | - | 52,678 | 52,679 |
| Movements to reserve | | -54,346 | 54,346 | - |
| **Balance at 30 June 2024** | | 420,471 | 740,820 | 1,161,291 |

The accompanying notes form part of these financial statements.

**TASC NATIONAL LIMITED**

**STATEMENT OF CASH FLOWS**
**FOR THE YEAR ENDED 30 JUNE 2024**

| | Notes | 2024<br>$ | 2023<br>$ |
|---|---|---|---|
| **CASH FLOW FROM OPERATING ACTIVITIES** | | | |
| Receipts from customers | | **5,453,097** | 5,125,595 |
| Payments to suppliers and employees | | **-5,618,569** | -4,607,356 |
| Interest expense on lease liabilities | | **-8,831** | -6,011 |
| Interest received | | **75,109** | 46,197 |
| Net cash (used in) operating activities | | **-99,194** | 558,424 |
| **CASH FLOW FROM INVESTING ACTIVITIES** | | | |
| Payment for property, plant and equipment | | **-9,577** | -91,674 |
| Net cash (used in)/provided by investing activities | | **-9,577** | -91,674 |
| **CASH FLOW FROM FINANCING ACTIVITIES** | | | |
| Borrowings | | | |
| Repayments under finance leases | | **-46,195** | - |
| Repayments under operating leases | | **-65,499** | -26,165 |
| **Net cash (used in)/provided by financing activities** | | **-111,694** | -26,165 |
| Net increase/(decrease) in cash held | | **-220,465** | 440,586 |
| Cash at beginning of financial year | | **1,965,190** | 1,524,604 |
| Cash at end of financial year | 3 | **1,744,716** | 1,965,190 |

The accompanying notes form part of these financial statements.

## NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements cover TASC National Limited as an individual entity. The financial statements are presented in Australian dollars, which is TASC National Limited's functional and presentation currency.

TASC National Limited is a not-for-profit unlisted public company limited by guarantee, incorporated and domiciled in Australia.

The principal accounting policies adopted in the preparation of the financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

### (a) Basis of preparation

In the director's opinion, the company is not a reporting entity because there are no users dependent on general purpose financial statements.

These are special purpose financial statements that have been prepared for the purposes of complying with the *Australian Charities and Not-for-profits Commission Act 2012* and associated regulations, and the *Corporations Act 2001* requirements to prepare and distribute financial statements to the members of TASC National Limited. The directors have determined that the accounting policies adopted are appropriate to meet the needs of the members of TASC National Limited.

These financial statements have been prepared in accordance with the recognition and measurement requirements specified by the Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') and the disclosure requirements of AASB 101 'Presentation of Financial Statements', AASB 107 'Statement of Cash Flows', AASB 108 'Accounting Policies, Changes in Accounting Estimates and Errors', AASB 1048 'Interpretation of Standards', AASB124 'Related Party Disclosures' and AASB 1054 'Australian Additional Disclosures', as appropriate for not-for-profit oriented entities.

*Historical cost convention*

The financial statements have been prepared under the historical cost convention.

*Current and non-current classification*

Assets and liabilities are presented in the statement of financial position based on current and non-current classification.

An asset is classified as current when: it is either expected to be realised or intended to be sold or consumed in the company's normal operating cycle; it is held primarily for the purpose of trading; it is expected to be realised within 12 months after the reporting period; or the asset is cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period. All other assets are classified as non-current.

A liability is classified as current when: it is either expected to be settled in the company's normal operating cycle; it is held primarily for the purpose of trading; it is due to be settled within 12 months after the reporting period; or there is no unconditional right to defer the settlement of the liability for at least 12 months after the reporting period. All other liabilities are classified as non-current.

### (b) Adoption of new, revised Accounting Standards and Interpretations

The Company has adopted all of the new, revised or amending Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period.

Any new, revised or amending Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

## NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

### (c) Critical accounting judgements, estimates and assumptions

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses.

Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events; management believes to be reasonable under the circumstances. The resulting accounting judgements and estimates will seldom equal the related actual results.

The judgements, estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities (refer to the respective notes) within the next financial year are discussed below.

*Key estimates – grants*

The directors evaluate the grants each year to determine if the conditions associated with the grant has been met in order to calculate the proportion of funding to be classified as revenue and the portion to be classified as deferred income.

*Key estimates – useful lives of assets*

The company determines the estimated useful lives and relates depreciation for its property, plant and equipment. The useful lives could change significantly as a result of technical innovations or some other event. The depreciation charges will increase where the useful lives are less than previously estimates lives, or technically obsolete or non-strategic assets that have been abandoned or sold will be written offor down.

*Key estimates – provisions*

As discussed in Note 1(i), the liability for employee benefits expected to be settled more than 12 months from the reporting date are recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at the reporting date. In determining the present value of the liability, estimates of attrition rates and pay increases through promotion and inflation have been taken into account.

*Key estimates – Lease term*

The lease term is a significant component in the measurement of both the right-of-use asset and lease liability. Judgement is exercised in determining whether there is reasonable certainty that an option to extend the lease or purchase the underlying asset will be exercised, or an option to terminate the lease will not be exercised, when ascertaining the periods to be included in the lease term. In determining the lease term, all facts and circumstances that create an economical incentive to exercise an extension option, or not to exercise a termination option, are considered at the lease commencement date. Factors considered may include the importance of the asset to the company's operations; comparison of terms and conditions to prevailing market rates; incurrence of significant penalties; existence of significant leasehold improvements; and the costs and disruption to replace the asset. The company reassesses whether it is reasonably certain to exercise an extension option, or not exercise a termination option, if there is a significant event or significant change in circumstances.

### (d) Income Tax

No provision for income tax has been raised as the company is exempt from income tax under Division 50 of the Income Tax Assessment Act 1997.

### (e) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks and other short term highly liquid investments with original maturities of six months or less.

## NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

### (f) Trade and other receivables

Trade and other receivables are measured at amortised cost less any allowance for expected credit losses.

### (g) Revenue recognition

*Revenue from contracts with customers*

Revenue is recognised at an amount that reflects the consideration to which the company is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, the company: identifies the contract with a customer; identifies the performance obligations in the contract; determines the transaction price which takes into account estimates of variable consideration and the time value of money; allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered; and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the goods or services promised.

Variable consideration within the transaction price, if any, reflects concessions provided to the customer such as discounts, rebates and refunds, any potential bonuses receivable from the customer and any other contingent events. Such estimates are determined using either the 'expected value' or 'most likely amount' method. The measurement of variable consideration is subject to a constraining principle whereby revenue will only be recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur. The measurement constraint continues until the uncertainty associated with the variable consideration is subsequently resolved. Amounts received that are subject to the constraining principle are recognised as a refund liability.

*Grants*

Grant revenue is recognised in profit or loss when the company satisfies the performance obligations stated within the funding agreements. If conditions are attached to the grant which must be satisfied before the company is eligible to retain the contribution, the grant will be recognised in the statement of financial position as a liability until those conditions are satisfied.

*Interest*

Interest revenue is recognised as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocating the interest income over the relevant period using the effective interest rate, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset.

*Other revenue*

Other revenue is recognised when it is received or when the right to receive payment is established.

*Volunteer services*

The company has elected not to recognise volunteer services as either revenue or other form of contribution received. As such, any related consumption or capitalisation of such resources received is also not recognised.

### (h) Property, Plant and Equipment

Each class of property, plant and equipment is carried at cost less, where applicable, any accumulated depreciation and impairment losses.

*Plant and equipment*

Plant and equipment are measured on the cost basis less depreciation and any impairment losses.

The carrying amount of plant and equipment is reviewed annually by the committee to ensure it is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of the expected net cash flows that will be received from the asset's employment and subsequent disposal. The expected net cash flows have not been discounted to present values in determining recoverable amounts.

**NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**(h) Property, Plant and Equipment (continued)**

Plant and equipment that have been contributed at no cost, or for nominal cost are valued and recognised at the fair value of the asset at the date it is acquired.

*Depreciation*

The depreciable amount of all fixed assets, are depreciated on a straight line or diminishing value basis over the asset's useful life to the company commencing from the time the asset is held ready for use.

The depreciation rates used for each class of depreciable assets are:

| Class of fixed asset | Depreciation rates | Depreciation basis |
|---|---|---|
| Leasehold improvements | 33.3 % | Straight Line |
| Plant and equipment | 5-25 % | Straight Line |
| Furniture, Fixtures and Fittings | 5-25 % | Straight Line |
| Computer Equipment | 20-25 % | Straight Line |
| Motor Vehicles | 18.75% | Diminishing Value |

The assets' residual value and useful lives are reviewed and adjusted if appropriate, at each balance sheet date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are included in the income statement. When revalued assets are sold, amounts included in the revaluation reserve relating to that asset are transferred to retained earnings.

*Right-of-use assets*

A right-of-use asset is recognised at the commencement date of a lease. The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date net of any lease incentives received, any initial direct costs incurred, and, except where included in the cost of inventories, an estimate of costs expected to be incurred for dismantling and removing the underlying asset, and restoring the site or asset.

Right-of-use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the company expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. Right-of use assets are subject to impairment or adjusted for any remeasurement of lease liabilities.

The company has elected not to recognise a right-of-use asset and corresponding lease liability for short-term leases with terms of 12 months or less and leases of low-value assets. Lease payments on these assets are expensed to profit or loss as incurred.

**(i) Employee Benefits**

Provision is made for the company's liability for employee benefits arising from services rendered by employees to balance date. Employee benefits that are expected to be settled within one year have been measured at the amounts expected to be paid when the liability is settled. Employee benefits payable later than one year have been measured at the present value of the estimated future cash outflows to be made for those benefits. Those cash flows are discounted using market yields on national government bonds with terms to maturity that match the expected timing of cash flows.

## NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

### (j) Trade Creditors and Other Payables

Trade creditors and other payables are recognised at the nominal transaction value without taking into account the time value of money.

### (k) Lease Liabilities

A lease liability is recognised at the commencement date of a lease. The lease liability is initially recognised at the present value of the lease payments to be made over the term of the lease, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the company's incremental borrowing rate. Lease payments comprise of fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, amounts expected to be paid under residual value guarantees, exercise price of a purchase option when the exercise of the option is reasonably certain to occur, and any anticipated termination penalties. The variable lease payments that do not depend on an index or a rate are expensed in the period in which they are incurred.

Lease liabilities are measured at amortised cost using the effective interest method. The carrying amounts are remeasured if there is a change in the following: future lease payments arising from a change in an index or a rate used; residual guarantee; lease term; certainty of a purchase option and termination penalties. When a lease liability is remeasured, an adjustment is made to the corresponding right-of use asset, or to profit or loss if the carrying amount of the right-of-use asset is fully written down.

**Short-term leases**
Lease payments for short-term leases, where substantially all of the risks and benefits remain with the lessor, are charged as expenses on a straight-line basis over the life of the annual lease term. There was no material impact of the new lease standard AASB 16 Leases due to the short-term nature of these leases.

Finance leases are capitalised, recognising an asset and a liability equal to the present value of the minimum lease payments, including any guaranteed residual values. Lease payments are allocated between the reduction of the lease liability and the interest expense for the period.

### (l) Fair value measurement

When an asset or liability, financial or non-financial, is measured at fair value for recognition or disclosure purposes, the fair value is based on the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date; and assumes that the transaction will take place either in the principal market; or in the absence of a principal market, in the most advantageous market.

### (m) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Tax Office. In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the statement of financial position are shown inclusive of GST.

Cash flows are presented in the statement of cash flows on a gross basis, except for the GST components of investing and financing activities, which are disclosed as operating cash flows.

### (n) Comparative Figures

Where required by Accounting Standards, comparative figures have been adjusted to conform with changes in presentation for the current financial year.
When the company applies an accounting policy retrospectively, makes a retrospective restatement or

**NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**(n) Comparative Figures (continued)**

reclassifies items in its financial statements, a statement of financial position as at the beginning of the earliest comparative period must be disclosed.

**(o) New Accounting Standards and Interpretations not yet mandatory or early adopted**

Australian Accounting Standards and Interpretations that have recently been issued or amended but are not yet mandatory, have not been early adopted by the company for the annual reporting period ended 30 June 2024. The company has not yet assessed the impact of these new or amended Accounting Standards and Interpretations.

**(p) Economic Dependence**

The Entity is dependent upon the ongoing receipt of Federal and State Government grants to ensure the ongoing continuance of its programs. At the date of this report, management has no reason to believe that this financial support will not continue.

| | 2024 | 2023 |
|---|---|---|
| | $ | $ |
| **NOTE 2: REVENUE** | | |
| Grant income | **5,808,974** | 4,598,020 |
| Duty Lawyer fees | **48,654** | 65,946 |
| Mental Health review | **7,070** | 14,240 |
| Other income | **66,188** | 53,212 |
| | **5,930,887** | 4,731,419 |
| Other Income | | |
| - Rental income | **19,083** | 28,729 |
| - Other | **47,105** | 24,483 |
| | **66,188** | 53,212 |
| **NOTE 3: CASH AND CASH EQUIVALENTS** | | |
| Cash on hand | **100** | 100 |
| Cash at bank | **1,744,616** | 1,965,081 |
| | **1,744,716** | 1,965,181 |
| **NOTE 4: TRADE AND OTHER RECEIVABLES** | | |
| CURRENT | | |
| Trade receivables | **1,848** | 5,841 |
| Deposits | **10,058** | 11,658 |
| | **11,907** | 17,499 |

| | | 2024 | 2023 |
|---|---|---|---|
| | | $ | $ |
| **NOTE 5: PROPERTY, PLANT AND EQUIPMENT** | **Notes** | | |
| **LEASEHOLD IMPROVEMENTS** | | | |
| At cost | | **232,322** | 224,883 |
| Less accumulated depreciation | | **-208,473** | -174,610 |
| | | **23,848** | 50,273 |
| **PLANT AND EQUIPMENT** | | | |
| (a) Plant & equipment | | | |
| At cost | | **314,676** | 314,676 |
| Less accumulated depreciation | | **-236,562** | -190,614 |
| | | **78,114** | 124,062 |
| (b) Motor vehicles At cost | | | |
| | | **233,099** | 233,099 |
| Less accumulated depreciation | | **-95,936** | -94,284 |
| | | **137,162** | 168,815 |
| (c) Furniture, fixtures & fittings | | | |
| At cost | | **67,787** | 65,649 |
| Less accumulated depreciation | | **-48,913** | -37,852 |
| | | **18,875** | 27,797 |
| Total plant and equipment | | **234,150** | 320,674 |
| Total property, plant and equipment | | **257,998** | 370,947 |

## NOTE 5: PROPERTY, PLANT AND EQUIPMENT (continued)

a) Movement in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the current financial year:

| | Leasehold improvements | Computer Equipment | Motor Vehicles | Furniture, Fixtures and Fittings | Total |
|---|---|---|---|---|---|
| | $ | $ | $ | $ | $ |
| **Balance at 30 June 2024** | | | | | |
| Balance at the beginning of the year | 50,272 | 124,062 | 168,815 | 27,797 | 370,946 |
| Additions | 7,439 | - | - | 2,138 | 9,577 |
| Disposals | - | - | - | - | - |
| Depreciation expense | -33,863 | -45,948 | -31,653 | -11,061 | -122,525 |
| **Balance at 30 June 2024** | 23,848 | 78,114 | 137,162 | 18,874 | 257,997 |
| **Balance at 30 June 2023** | | | | | |
| Balance at the beginning of the year | 78,672 | 86,440 | 112,866 | 27,190 | 305,169 |
| Additions | 1,680 | 83,386 | 82,549 | 6,608 | 174,223 |
| Disposals | - | - | -5,067 | - | -5,067 |
| Depreciation expense | -30,080 | -45,764 | -21,533 | -6,001 | -103,378 |
| **Balance at 30 June 2023** | 50,272 | 124,062 | 168,815 | 27,797 | 370,946 |

| | 2024<br>$ | 2023<br>$ |
|---|---|---|
| **NOTE 6: RIGHT-OF-USE ASSET** | | |
| Land and buildings -right-of-use | **251,191** | 251,191 |
| Less: Accumulated depreciation | **-191,265** | -135,915 |
| | **59,926** | 115,277 |
| **NOTE 7: TRADE AND OTHER PAYABLES** | | |
| CURRENT | | |
| Deferred Income | **34,370** | 517,752 |
| Accrued Wages | **145,229** | 142,359 |
| Trade payables | **52,247** | 25,297 |
| Sundry payables and accruals | **248,287** | 164,340 |
| Accrued Expenses | **9,405** | 27,206 |
| Employee social club | **128** | 128 |
| | **489,667** | 877,082 |
| **NOTE 8: BORROWINGS** | | |
| CURRENT | | |
| Borrowings | **67,727** | 64,388 |
| | **67,727** | 64,388 |
| NON-CURRENT | | |
| Borrowings | **47,607** | 93,775 |
| | **47,607** | 93,775 |
| | **115,333** | 158,164 |
| **NOTE 9: EMPLOYEE BENEFITS** | | |
| CURRENT | | |
| Annual leave | **231,542** | 184,528 |
| Long service leave | **73,366** | 43,993 |
| | **304,908** | 228,521 |
| NON-CURRENT | | |
| Long service leave | **42,099** | 46,466 |
| | **42,099** | 46,466 |
| | **347,007** | 274,987 |

| | 2024<br>$ | 2023<br>$ |
|---|---|---|
| **NOTE 10: LEASE LIABILITIES** | | |
| Lease liability - Current | **30,100** | 70,614 |
| Lease liability – Non-Current | **-** | 28,478 |
| | **30,100** | 99,092 |

**NOTE 11: COMMITMENTS**

**Finance lease**
Finance lease capitalised in the accounts in accordance with the accounting policies defined in Note 1 (k)

The company has no other commitments for expenditure as at 30 June 2024 except for several leased properties.

**NOTE 12: REMUNERATION OF THE AUDITORS**

During the financial year the following fees were paid or payable for services provided by, the auditor of the company, its network firms and unrelated firms:

| | | |
|---|---|---|
| *Audit services – JG Audit & Assurance Pty Ltd* | | |
| Audit of the financial statements | 7,500 | 7,500 |

**NOTE13: RELATED PARTY TRANSACTIONS**

***(a) Key Management Personnel Remuneration***

| | | |
|---|---|---|
| Total remuneration for key management personnel | 706,729 | 498,663 |

***(b) Transactions with related parties***

There were no transactions with related parties during the current year.

***(c) Receivable from and payable to related parties***

There were no trade receivables from or trade receivables to related parties at the current reporting date

***(d) Loans to and loans from related parties***

There were no loans to or from related parties at the current reporting date.

## NOTE 14: CONTINGENT LIABILITIES

In the opinion of the directors, the company did not have any contingencies at 30 June 2024 (2023: None).

## NOTE 15: EVENTS AFTER THE REPORTING PERIOD

- The organisation signed a 5 year peppercorn lease agreement with the Department of Child Safety, Seniors and Disability Services for the Toowoomba premises on 223 Hume Street.
- The organisation engaged in a major project to upgrade its Client Management System (CMS) on 21st August 2024 to the value of $245,800
- The organisation is negotiating 2 agreements with funders which would have a positive effect on revenue for 2024-25 year.

## NOTE 16: COMPANY DETAILS

The registered office and principal place of business of the company are:

| Registered office | Principal place of business |
|---|---|
| 223 Hume Street<br>Toowoomba QLD 4350 | 223 Hume Street<br>Toowoomba QLD 4350 |

**TASC NATIONAL LIMITED**

**DIRECTOR'S DECLARATION**

In the director's opinion:

- the company is not a reporting entity because there are no users dependent on general purpose financial statements. Accordingly, as described in note 1 to the financial statements, the attached special purpose financial statements as set out on pages 6 to 23 have been prepared for the purposes of complying with the *Australian Charities and Not-for-profits Commission Act 2012* and associated regulations and the *Corporations Act 2001* requirements to prepare and distribute financial statements to the members of TASC National Limited;
- the attached financial statements and notes comply with the *Corporations Act 2001*, the Accounting Standards as described in note 1 to the financial statements, the *Corporations Regulations 2001* and other mandatory professional reporting requirements;
- the attached financial statements and notes give a true and fair view of the company's financial position as at 30 June 2024 and of its performance for the financial year ended on that date; and
- there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of directors made pursuant to section 295(5)(a) of the *Corporations Act 2001*.

On behalf of the directors

| | |
|---|---|
| Lesley Beames | Ann-Marie Johnston |
| Director | Director |

Dated: 18/10/2024

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF**

**TASC NATIONAL LIMITED**

***Opinion***

We have audited the financial report of TASC National Limited (the Company), which comprises the statement of financial position as at 30 June 2024, the statement of comprehensive income, statement of cashflows and statement of changes in equity for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial report of TASC National Limited, is in accordance with Division 60 of the *Australian Charities and Not-for-Profit Commission Act 2012*, including:

- Presents fairly the registered Company's financial position as at 30 June 2024 and of its financial performance for the year then ended; and
- Complying with the Australian Accounting Standards to the extent described in Note 1, and Division 60 of the *Australian Charities and Not-for-Profit Commission Regulation 2022*.

***Basis for Opinion***

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Company in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

***Emphasis of matter – basis of accounting***

We draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared to assist TASC National Limited to meet the requirements of the applicable legislation. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

***Responsibilities of the directors for the financial report***

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with the financial reporting requirements of the *Australian Charities and Not-for-Profit Commission Act 2012* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

***Auditor's responsibilities for the audit of the financial report***

Our objective is to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedure that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the registered Company's internal control.

- Evaluate the appropriateness of accounting polices used and the reasonableness of accounting estimates and related disclosures made by the Company.

- Conclude on the appropriateness of the Company's use of the going concern basis or accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we am required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves a true and fair view.

JG Audit & Assurance

JG Audit and Assurance

Jessica Galvin

Dated: 18 October 2024

TOOWOOMBA

P: 0478 704 356 W: www.jgaudit.com.au
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liability limited by a scheme approved under Professional Standards legislation

**DISCLAIMER TO THE MEMBERS OF**

**TASC NATIONAL LIMITED**

The additional financial data presented on the following pages is in accordance with the books and records of the association which have been subjected to the auditing procedures applied in our statutory audit of the company for the financial year ended 30 June 2024. It will be appreciated that our statutory audit did not cover all details of the additional financial data.

Accordingly, I do not express an opinion on such financial data and I give no warranty of the accuracy or reliability in respect to the data provided. No undertaking of responsibility in any way whatsoever to any person (other than TASC National Limited) in respect of such data, including any errors of omissions therein however caused.

JG Audit & Assurance

JG Audit and Assurance

Jessica Galvin

Dated: 18 October 2024

TOOWOOMBA

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liability limited by a scheme approved under Professional Standards legislation

**TASC NATIONAL LIMITED**

**DETAILED INCOME AND EXPENDITURE STATEMENT**
**LEGAL ASSISTANCE SERVICES**
**FOR THE YEAR ENDED 30 JUNE 2024**

| | 2024 |
|---|---|
| | $ |
| **INCOME** | |
| Carried Forward Income | 352,069 |
| Grant Income – Commonwealth | 896,135 |
| Grant Income – State | 1,339,319 |
| Other Income | 21,153 |
| **TOTAL INCOME** | **2,608,676** |
| | |
| **LESS EXPENSES** | |
| Communication | 18,994 |
| Depreciation | 97,735 |
| Finance, Audit & Accounting | 7,758 |
| Insurance | 20,252 |
| Library, Resources & Subscription | 19,841 |
| Minor Equipment | 7,675 |
| Office Overheads | 42,189 |
| Other On Costs | 74,694 |
| Other Premises Costs | 38,836 |
| Program Costs | 80,739 |
| Rent | 24,208 |
| Repairs & Maintenance | 9,703 |
| Salaries & Wages | 1,619,927 |
| Staff Recruitment | 68,166 |
| Staff Training | 41,252 |
| Superannuation | 173,088 |
| Travel | 53,858 |
| **TOTAL EXPENSES** | **2,398,914** |
| **SURPLUS/(DEFICIT)** | **209,762** |

**TASC NATIONAL LIMITED**

**DETAILED INCOME AND EXPENDITURE STATEMENT**
**MENTAL HEALTH CONDITIONS SUPPORT**
**FOR THE YEAR ENDED 30 JUNE 2024**

| | 2024<br>$ |
|---|---|
| **INCOME** | |
| Carried Forward Income | 122,748 |
| Grant Income – Commonwealth | 160,000 |
| Other Income | 2,103 |
| **TOTAL INCOME** | **284,851** |
| **LESS EXPENSES** | |
| Communication | 1,001 |
| Depreciation | 2,887 |
| Finance, Audit & Accounting | 281 |
| Insurance | 710 |
| Library, Resources & Subscription | 1,014 |
| Minor Equipment | 601 |
| Office Overheads | 2,193 |
| Other On Costs | 4,408 |
| Other Premises Costs | 1,392 |
| Program Costs | 3,335 |
| Repairs & Maintenance | 154 |
| Salaries & Wages | 83,577 |
| Staff Recruitment | 1,253 |
| Staff Training | 1,987 |
| Superannuation | 8,324 |
| Travel | 116 |
| **TOTAL EXPENSES** | **113,232** |
| **SURPLUS/(DEFICIT)** | **171,619** |

**TASC NATIONAL LIMITED**

**DETAILED INCOME AND EXPENDITURE STATEMENT –**
**QUEENSLAND STATE-WIDE TENANTS' ADVICE AND REFERRAL SERVICE (QSTARS)**
**FOR THE YEAR ENDED 30 JUNE 2024**

| | 2024<br>$ |
|---|---|
| **INCOME** | |
| Income Carried Forward | 8,005 |
| Grant Income – State | 258,472 |
| Other Income | 2,263 |
| **TOTAL INCOME** | **268,740** |
| | |
| **LESS EXPENSES** | |
| Communication | 1,220 |
| Depreciation | 1,632 |
| Finance, Audit & Accounting | 260 |
| Insurance | 728 |
| Library, Resources & Subscription | 2,493 |
| Minor Equipment | 525 |
| Office Overheads | 2,607 |
| Other On Costs | 5,249 |
| Other Premises Costs | 1,476 |
| Program Costs | 4,365 |
| Repairs & Maintenance | 135 |
| Salaries & Wages | 221,699 |
| Staff Recruitment | 831 |
| Staff Training | 1,019 |
| Superannuation | 24,329 |
| Travel | 161 |
| **TOTAL EXPENSES** | **268,730** |
| **SURPLUS/(DEFICIT)** | **10** |

**TASC NATIONAL LIMITED**

**DETAILED INCOME AND EXPENDITURE STATEMENT –**
**REDRESS SUPPORT SERVICES**
**FOR THE YEAR ENDED 30 JUNE 2024**

| | 2024 |
|---|---|
| | $ |
| **INCOME** | |
| Income Carried Forward | 12,832 |
| Grant Income – Commonwealth | 180,691 |
| Other Income | 1,622 |
| **TOTAL INCOME** | **195,144** |
| **LESS EXPENSES** | |
| Communication | 1,001 |
| Depreciation | 2,080 |
| Finance, Audit & Accounting | 281 |
| Insurance | 710 |
| Library, Resources & Subscription | 454 |
| Minor Equipment | 660 |
| Office Overheads | 2,233 |
| Other On Costs | 4,408 |
| Other Premises Costs | 1,392 |
| Program Costs | 5,523 |
| Repairs & Maintenance | 154 |
| Salaries & Wages | 154,714 |
| Staff Recruitment | 938 |
| Staff Training | 1,947 |
| Superannuation | 16,519 |
| Travel | 648 |
| **TOTAL EXPENSES** | **193,661** |
| **SURPLUS/(DEFICIT)** | **1,483** |

**TASC NATIONAL LIMITED**

**DETAILED INCOME AND EXPENDITURE STATEMENT –**
**NATIONAL DISABILITY ADVOCACY PROGRAM**
**FOR THE YEAR ENDED 30 JUNE 2024**

| | 2024 |
|---|---|
| | $ |
| **INCOME** | |
| Income Carried Forward | 145,661 |
| Grant Income – Commonwealth | 567,677 |
| Other Income | 5,737 |
| **TOTAL INCOME** | **719,074** |
| | |
| **LESS EXPENSES** | |
| Communication | 3,601 |
| Depreciation | 16,275 |
| Finance, Audit & Accounting | 11,218 |
| Insurance | 4,555 |
| Library, Resources & Subscription | 2,885 |
| Minor Equipment | 1,560 |
| Office Overheads | 8,550 |
| Other On Costs | 15,212 |
| Other Premises Costs | 7,459 |
| Program Costs | 43,569 |
| Rent | 8,745 |
| Repairs & Maintenance | 1,455 |
| Salaries & Wages | 511,101 |
| Staff Recruitment | 18,039 |
| Staff Training | 7,874 |
| Superannuation | 52,631 |
| Travel | 4,259 |
| **TOTAL EXPENSES** | **718,991** |
| **SURPLUS/(DEFICIT)** | **84** |

**TASC NATIONAL LIMITED**

**DETAILED INCOME AND EXPENDITURE STATEMENT –**
**INDIVIDUAL ADVOCACY SUPPORT PROGRAM**
**FOR THE YEAR ENDED 30 JUNE 2024**

| | 2024 |
|---|---|
| | $ |
| **INCOME** | |
| Income Carried Forward | 943 |
| Grant Income – State | 236,752 |
| Other Income | 2,033 |
| **TOTAL INCOME** | **239,728** |
| **LESS EXPENSES** | |
| Communication | 1,416 |
| Depreciation | 2,295 |
| Finance, Audit & Accounting | 1,062 |
| Insurance | 1,005 |
| Library, Resources & Subscription | 650 |
| Minor Equipment | 707 |
| Office Overheads | 3,136 |
| Other On Costs | 6,352 |
| Other Premises Costs | 1,968 |
| Program Costs | 4,596 |
| Repairs & Maintenance | 211 |
| Salaries & Wages | 171,646 |
| Staff Recruitment | 20,604 |
| Staff Training | 2,481 |
| Superannuation | 18,716 |
| Travel | 218 |
| **TOTAL EXPENSES** | **237,061** |
| **SURPLUS/(DEFICIT)** | **2,667** |

**TASC NATIONAL LIMITED**

**DETAILED INCOME AND EXPENDITURE STATEMENT –**
**SENIORS LEGAL AND SOCIAL SUPPORT SERVICE - TOOWOOMBA**
**FOR THE YEAR ENDED 30 JUNE 2024**

| | 2024 |
|---|---|
| | $ |
| **INCOME** | |
| Grant Income – State | 541,268 |
| Other Income | 5,442 |
| **TOTAL INCOME** | **546,710** |
| | |
| **LESS EXPENSES** | |
| Communication | 1,958 |
| Depreciation | 9,860 |
| Finance, Audit & Accounting | 2,861 |
| Insurance | 2,831 |
| Library, Resources & Subscription | 933 |
| Minor Equipment | 1,442 |
| Office Overheads | 4,225 |
| Other On Costs | 7,759 |
| Other Premises Costs | 1,978 |
| Program Costs | 6,199 |
| Repairs & Maintenance | 264 |
| Salaries & Wages | 437,163 |
| Staff Recruitment | 13,324 |
| Staff Training | 2,001 |
| Superannuation | 46,961 |
| Travel | 5,586 |
| **TOTAL EXPENSES** | **545,345** |
| **SURPLUS/(DEFICIT)** | **1,365** |

**TASC NATIONAL LIMITED**

**DETAILED INCOME AND EXPENDITURE STATEMENT –**
**SENIORS LEGAL AND SOCIAL SUPPORT SERVICE – IPSWICH**
**FOR THE YEAR ENDED 30 JUNE 2024**

| | 2024 |
|---|---|
| | $ |
| **INCOME** | |
| Income Carried Forward | 110,829 |
| Grant Income – State | 457,551 |
| Other Income | 4,566 |
| **TOTAL INCOME** | **572,946** |
| | |
| **LESS EXPENSES** | |
| Communication | 3,062 |
| Depreciation | 27,944 |
| Finance, Audit & Accounting | 3,865 |
| Insurance | 3,865 |
| Library, Resources & Subscription | 1,762 |
| Minor Equipment | 4,325 |
| Office Overheads | 7,063 |
| Other On Costs | 10,894 |
| Other Premises Costs | 11,405 |
| Program Costs | 10,543 |
| Repairs & Maintenance | 4,079 |
| Salaries & Wages | 413,508 |
| Staff Recruitment | 14,836 |
| Staff Training | 8,327 |
| Superannuation | 44,844 |
| Travel | 2,612 |
| **TOTAL EXPENSES** | **572,935** |
| **SURPLUS/(DEFICIT)** | **12** |

**TASC NATIONAL LIMITED**

**DETAILED INCOME AND EXPENDITURE STATEMENT –**
**SENIORS FINANCIAL PROTECTION SERVICE - TOOWOOMBA**
**FOR THE YEAR ENDED 30 JUNE 2024**

| | 2024 |
|---|---|
| | $ |
| **INCOME** | |
| Grant Income – State | 33,990 |
| Other Income | 290 |
| **TOTAL INCOME** | **34,280** |
| | |
| **LESS EXPENSES** | |
| Repairs & Maintenance | 9 |
| Salaries & Wages | 30,801 |
| Superannuation | 3,425 |
| **TOTAL EXPENSES** | **34,234** |
| **SURPLUS/(DEFICIT)** | **45** |

**TASC NATIONAL LIMITED**

**DETAILED INCOME AND EXPENDITURE STATEMENT –**
**SENIORS FINANCIAL PROTECTION SERVICE - IPSWICH**
**FOR THE YEAR ENDED 30 JUNE 2024**

| | 2024 |
|---|---|
| | $ |
| **INCOME** | |
| Grant Income – State | 11,282 |
| Other Income | 96 |
| **TOTAL INCOME** | **11,378** |
| | |
| **LESS EXPENSES** | |
| Other Premises Costs | 553 |
| Repairs & Maintenance | 3 |
| Salaries & Wages | 9,703 |
| Superannuation | 1,085 |
| **TOTAL EXPENSES** | **11,343** |
| **SURPLUS/(DEFICIT)** | **35** |

**TASC NATIONAL LIMITED**

**DETAILED INCOME AND EXPENDITURE STATEMENT –**
**REGIONAL ADVOCACY**
**FOR THE YEAR ENDED 30 JUNE 2024**

| | 2024 |
|---|---|
| | $ |
| **INCOME** | |
| Grant Income – State | 760,977 |
| Other Income | 6,428 |
| **TOTAL INCOME** | **767,405** |
| | |
| **LESS EXPENSES** | |
| Communication | 3,825 |
| Depreciation | 16,764 |
| Finance, Audit & Accounting | 2,490 |
| Insurance | 5,132 |
| Library, Resources & Subscription | 3,052 |
| Minor Equipment | 3,774 |
| Office Overheads | 9,650 |
| Other On Costs | 16,029 |
| Other Premises Costs | 8,745 |
| Program Costs | 37,857 |
| Rent | 18,877 |
| Repairs & Maintenance | 1,543 |
| Salaries & Wages | 534,641 |
| Staff Recruitment | 25,490 |
| Staff Training | 11,526 |
| Superannuation | 56,811 |
| Travel | 9,762 |
| **TOTAL EXPENSES** | **765,967** |
| **SURPLUS/(DEFICIT)** | **1,438** |

# Glossary

**A**

**AASW –** Australian Association of Social Workers

**AMHU -** Acute Mental Health Unit

**ATSILS -** Aboriginal and Torres Strait Islander Legal Service

**C**

**C&C –** Criminal and Civil

**CEO –** Chief Executive Officer

**CLASS -** Community Legal Assistance Services System

**CLC –** Community Legal Centre

**CLCQ –** Community Legal Centres Queensland

**CMS -** Client Management System

**CPI -** Consumer Price Index

**D**

**DA –** Disability Advocacy

**DANA -** Disability Advocacy Network Australia

**DDHS -** Darling Downs Health Service

**DLP –** Disability Law Program

**DOH -** Department of Housing

**DSP -** Disability Support Pension

**DV –** Domestic Violence

**DVO -** Domestic Violence Order

**E**

**EPOA -** Enduring Power of Attorney

**ESG -** Environmental, Social, and Governance

**F**

**FCFCoA -** Federal Circuit and Family Court of Australia

**FL –** Family Law

**L**

**LAQ -** Legal Aid Queensland

**M**

**MH –** Mental Health

**MHJP –** Mental Health Justice Partnership

**MHRT -** Mental Health Review Tribunal

**MML –** Mind My Legals

**MO -** Mutual Obligations

**N**

**NACLC –** National Association of Community Legal Centres

**NDIA -** National Disability Insurance Agency

**NDIS –** National Disability Insurance Scheme

**NEDA –** National Ethnic Disability Alliance

**NLAP -** National Legal Assistance Program

**NRS –** National Redress Scheme

**NSDS –** National Standards for Disability Services

**O**

**OPCAT -** Optional Protocal to the Convention Against Torture (United Nations Convention)

**P**

**PTSD -** Post Traumatic Stress Disorder

**R**

**RMI -** Rural Motherhood Initiative

**RSS -** Redress Support Services

**S**

**SIL -** Supported Independent Living

**SJS –** Social Justice Service

**SLASS -** Seniors Legal and Support Service

**SDGs -** Sustainable Development Goals

**SW –** South West

**SWQ -** South West Queensland

**Q**

**QA -** Quality Assurance

**QAI –** Queensland Advocacy Inc.

**QCAT -**Queensland Civil and Administrative Tribunal

**QCOSS –** Queensland Council of Social Services

**QHRC -** Queensland Human Rights Commission

**QLAF -** Queensland Legal Assistance Forum

**QLD -** Queensland

**QSTARS –** Queensland Statewide Tenant Advice and Referral Service

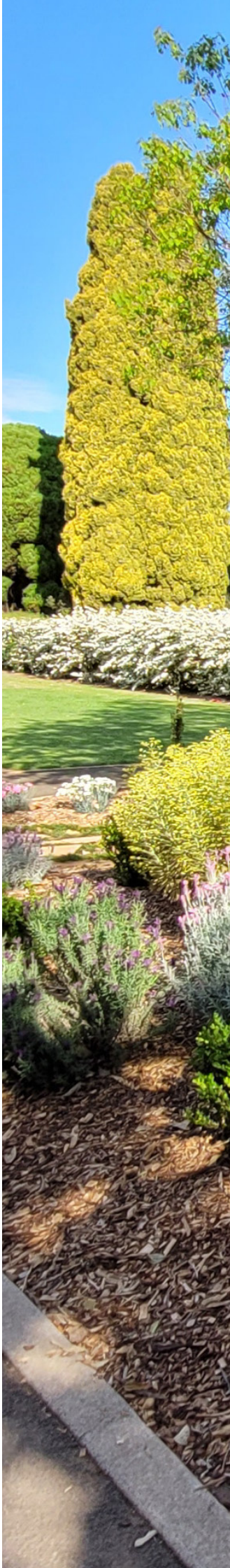
**QTC -** Queensland Treasury Corporation

**T**

**TASC –** The Advocacy and Support Centre

**U**

**USQ –** University of Southern Queensland





*Toowoomba Carnival of Flowers- Queens Park Botanic Gardens*



# Legal and Social Justice Services

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