









tasc Community Legal Centre

ANNUAL REPORT

2025 - 2026

Supporting Queensland communities across more than 400,000 square kilometres for over 40 years

Printed 2026
Tasc National Limited T/A Tasc Community Legal Centre
Photos taken by Tasc Community Legal Centre staff and volunteers

DELIVERING FOR QUEENSLAND | Queensland Government

This Centre is accredited by Community Legal Centres Australia

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Acknowledgement of Country

Tasc Community Legal Centre acknowledges the Traditional Custodians throughout Australia and their continuing connection to land, sea and community.
We pay our respects to First Nations peoples throughout Australia.

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 Tara and Goondiwindi, the Barunggam people of Miles, the Barunggam, Mandandanji and Auburn Hawkwood peoples of Chinchilla, the Kambuwal people of Stanthorpe, the Taribelang Bunda, Gooreng Gooreng, Gurang, and Bailai people of Hervey Bay and Bundaberg, the Wakka Wakka people of Cherbourg, and the Gubbi Gubbi people of Gympie.



Artwork: Thank you Eric Joseph Kent (1953-2022)

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Tasc welcomes and values all people, embracing diversity across cultures, ages, abilities and identities

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Chairperson's Report

Lesley Beames



When our community legal centre was established more than four decades ago, its focus was firmly on serving Toowoomba. Since then, Tasc has grown well beyond what could have been imagined in those early years.

Today, our work extends across more than 400,000 square kilometres of Southern and Western Queensland, supported by offices in Toowoomba, Ipswich, Gympie, Hervey Bay, Roma and Goondiwindi.
We are also part of a strong network of 32 community legal centres supporting thousands of people across the state.

Central to our work is an integrated approach to legal advice and advocacy, enabling us to tailor support to each person's circumstances. Where we are unable to assist directly, we try to connect people with someone who can.

We are grateful to our funding partners, whose support enables Tasc to assist community members facing increasingly complex issues and to help them create positive change in their situations.

The Tasc Board is proud of the work delivered by our team of 47 over the past year. Through their expertise and collaboration, Tasc reached just under 5,000 people across our region, over 1,000 more than in the previous year.


Photo: Miles, 4415

> *Central to our work is an integrated approach to legal advice and advocacy, enabling us to tailor support to each person's circumstances.*

We acknowledge our CEO, Megan Inglis, and the leadership group, who have carried significant responsibility for delivering outcomes, upholding Tasc's purpose and values, and sustaining our services. They have strengthened collaborative relationships and opened new opportunities for partnership, learning and growth.

Tasc is also supported by around 20 friends and volunteers who make a valuable contribution to the organisation's capacity and impact. I sincerely thank my colleagues on the Board of Directors, who continue to volunteer their time and expertise year after year, despite the demands of their professional lives.

Reflecting on Tasc's achievements and challenges this year reinforces why we advocate for fairness and champion change: to help individuals and families protect their rights and overcome inequality.

Lesley Beames

CEO's Report

Megan Inglis



We have seen another wave of transformation for Tasc this year, and at the same time weathered the impacts of a multitude of external events that have affected our communities.

Cost of living challenges, including the fuel crisis, have continued to play an influential role in the myriad reasons people come to us for help, but it has also at times, affected the way we deliver services. As a regionally based organisation that delivers in-person services where possible across an enormous catchment, when fuel prices soar, some people will choose a phone service for financial reasons, not just convenience. These are the subtle impacts we see of broader-scale events including social, economic, and climate-related events, on regional, rural, and remote service delivery.

The year began with a realignment of our teams into professional streams, rather than operating in program silos. This has helped to streamline and make profession-specific supervision more manageable, allowed us to cross and upskill our people, and it has ensured that when vacancies arise, there is greater program continuity while we recruit.



Photo: Blue Mountain Heights, 4352

I'm grateful to the people who came to us for help through some of the most challenging experiences of their lives.

Highlights



Some highlights from this year include the commencement of our Community Connector Project, in partnership with DCAMS' Peter Tully and Grandall Manning, who hit the roads with our Project Officer Farran in February, visiting many towns across South-West Queensland to talk with local government, stakeholders, community groups, and individuals about the ways we learn from, serve, and stay connected with our communities out west.



DCAMS also joined us in Charleville in March when, in partnership with Angel Flight, we flew Australia's first Astronaut, Katherine Bennell-Pegg out there to meet with the Murweh community to bring a greater awareness of the ways in which space technology can be harnessed for and fast-tracked into daily government and household use, which is so important in a state as vast as Queensland. While in town, Katherine sparked interest in students to consider pursuing careers in STEM. Digital literacy and exclusion, and technology infrastructure remain in our sights as we continue to tackle the challenges of consistent, reliable and high-quality remote service delivery.

Another highlight of the year was the opening of our new Wide Bay office in Hervey Bay in June. Washed out in April due to storms and flash flooding, the opening launch went ahead without incident in June, and we are very pleased to have a local base for our Advocacy team to see clients in person.



Working diligently and quietly away from the front line, our non-client facing teams have delivered a high-volume review and refresh of many essential systems, processes, and materials. From finance and accounting practices, to foundational human resources systems and processes, significant policy and procedure review, and a complete audit of our service, communications, digital, and other resources, the latter of which has led to a significant refresh in bringing these materials up to date with our programs, changes in legislation, and our resourcing.

People



Wellbeing has been at front of mind as we planned and delivered mandatory staff training and our wellbeing days and activities. The theme of *'Take something home, give something back, and have some fun'* has allowed our people to engage in a mix of training and activities that reward them personally but can also create an avenue for them to contribute meaningfully to other social justice initiatives in our community. Activities over the past year have included building terrariums to green-up our office spaces, basket weaving, and clay pot decorating. We have also put together resource kits to donate to local schools, run a blanket drive for homeless services for winter, and made toys for shelter animals.

Our training and wellbeing days have a blend of the essential, the mindful, and the meaningful in an environment where teams spread across our catchment most of the time can come together and focus their energy where it will give them the most satisfaction while they catch up and stay connected with each other.

The Leadership Team, many of whom were relatively new to Tasc at the beginning of the year, drove our Strategic Plan 'STEP28' projects across target areas with the determination and commitment to best practice and quality that I have come to learn is inherent in their nature. With no shortage of change to manage on the ground, they have led with purpose and gentle humour, embodying our values of integrity, adaptability, courage, and empowerment every step of the way. We could not have achieved all the foundational work we have without this exceptional, talented, resilient, kind, and positive group of people. Each of our teams this year have had to endure some level of operational change, and while this has not been without challenge, the people who leaned in to support the learning and cross-skilling of others, adapting to new processes, participating constructively in continuous improvement, and working with generosity and care towards achieving better outcomes in an ever-changing social, political, climate, and economic environment are truly worth celebrating.

Tasc's voluntary Board Members have committed a lot of time this year to what has I am sure felt like a seemingly endless stream of papers and documents requiring their attention, consideration, and approval, as we have shifted our priorities and focus with some quite significant change, and they have met this challenge without complaint. We are grateful for their guidance, governance, and encouragement.

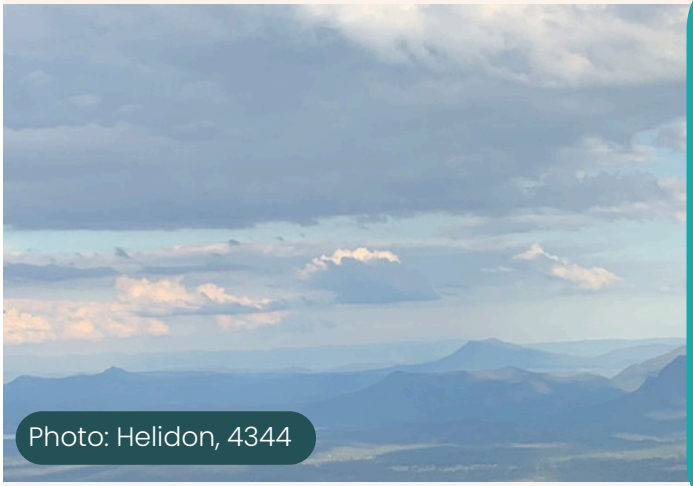


Photo: Helidon, 4344

Chair, Lesley Beames, has served an incredible twenty years with Tasc's Board. Having worked closely with Lesley for almost two years now, I appreciate her engaging curiosity, her thoughtful input, and above all, her ability to lead and govern with both strength and kindness. I feel very fortunate to have had the opportunity to work with and learn from Lesley, and I look forward to reading her writings in the future.

The work we do at Tasc puts us in a position of enormous trust which creates space for gratitude. I am grateful for the trust our funders place in us to deliver essential services for our communities, for our peaks in community legal, disability, and mental health, who are there to guide and support us, for our industry peers and partners including pro-bono partner firms, counsel, and volunteers. Most of all, I'm grateful to the people who came to us for help through some of the most challenging experiences of their lives, and for the feedback they give which helps us continue to improve and shape our organisation to better meet their needs.

Megan Inglis

Compliance Manager

Allana Janke



Behind every statistic is a person seeking support during a difficult time. This year, amid workforce shortages and regional recruitment challenges, Tasc assisted more people than ever before.

Trends

This year saw yet another increase in the total number of people who received services from Tasc. The introduction of the *Community Legal Centres Australia Risk Management Guide (3rd edition)* resulted in some changes in our approach to service recording which had a small impact on our measured outputs. All teams experienced understaffed periods throughout the year, and recruitment continues to present a challenge in regional areas.

Investment in diversifying the legal team's skills through ongoing training resulted in advice services increasing again from the previous financial year. This created a corresponding decrease in referrals which benefits our service users, with more of them able to access multiple supports from us. Overall, we are saying 'yes' to more and while that should mean we are turning fewer people away, we continue to see a steady increase in enquiries.


Photo: Charleville, 4470

> *Investment in diversifying the legal team's skills and expertise through ongoing training resulted in advice services increasing*

Notably, there was a marked increase in the number of young people seeking our help this year, with the majority receiving advocacy assistance to apply for the NDIS or to review a decision.
This is attributed partially to an increased awareness of our services thanks to the Communications and Community Engagement Team. Their efforts to share our work and services more broadly on social media and ensure that the communities we serve know what kind of assistance we can provide have had enormous impact.

It also comes as a flow-on effect to changes in the administration and decision-making processes within the NDIS, particularly for early support. Other age groups seeking assistance have remained relatively consistent, with people aged between 35 and 55 making up nearly 40% of our total service users.

Unsurprisingly, we received an increase in enquiries from people experiencing or at risk of homelessness.

General cost of living issues, including the fuel crisis in the second half of the year negatively affected many of our communities, influencing issues such as multigenerational living, increasing debt, decreased access to transport, and reliance on digital services, all of which can have an impact on social isolation and increase vulnerability.

Year-on-Year Service Delivery Trends

Figures show year-on-year changes in service trends across financial years with FY25 indicating the most recent 2025 - 2026 data. Data should be considered alongside changes in funding, workforce capacity and service delivery changes.

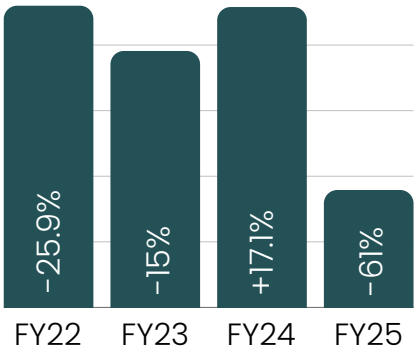
Legal Advice

-30%	FY22
+5.1%	FY23
+47.5%	FY24
+14.4%	FY25

Legal Task Assistance

-38.5%	FY22
+21.9%	FY23
+24.3%	FY24
-24.3%	FY25

Represenation
i.e. Court/Tribunal



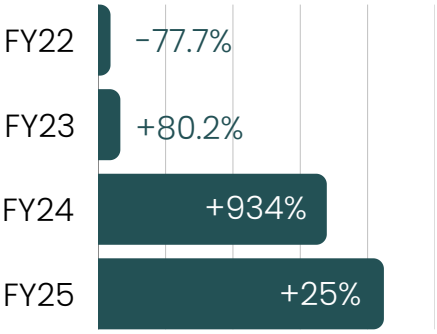
Integrated Service Delivery

The increase in legal advice and non-legal casework highlights the value of integrated, multi-disciplinary teams. Helping people understand their options and make informed decisions early reduces the likelihood of compounded legal and social issues, service-burden and improves outcomes. This holistic approach is reducing barriers to justice and support through fewer external referrals and lowering the risk of re-traumatision.

Referrals

+11.6% FY22 | +34.1% FY23 | -29.9% FY24 | -28.7% (FY25)

Information



Casework
Non-Legal

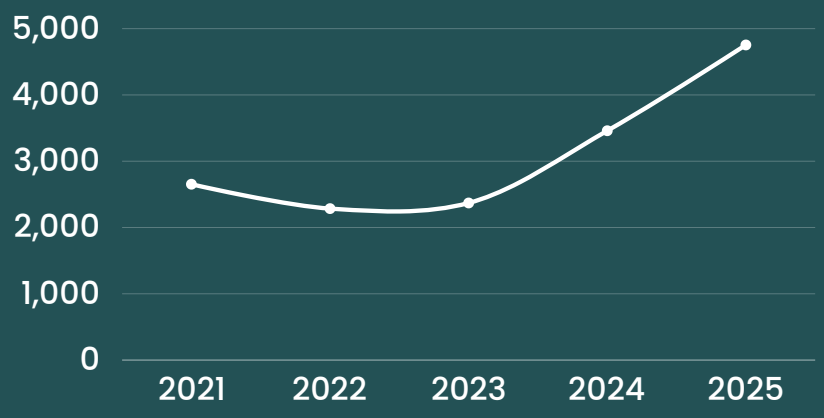
-17.7%	FY22
+103.4%	FY23
+6.2%	FY24
+51.7%	FY25

Advice
Non-Legal

-5.5%	FY22
+15.2%	FY23
+1.2%	FY24
-49.3%	FY25

Connecting More People With Help

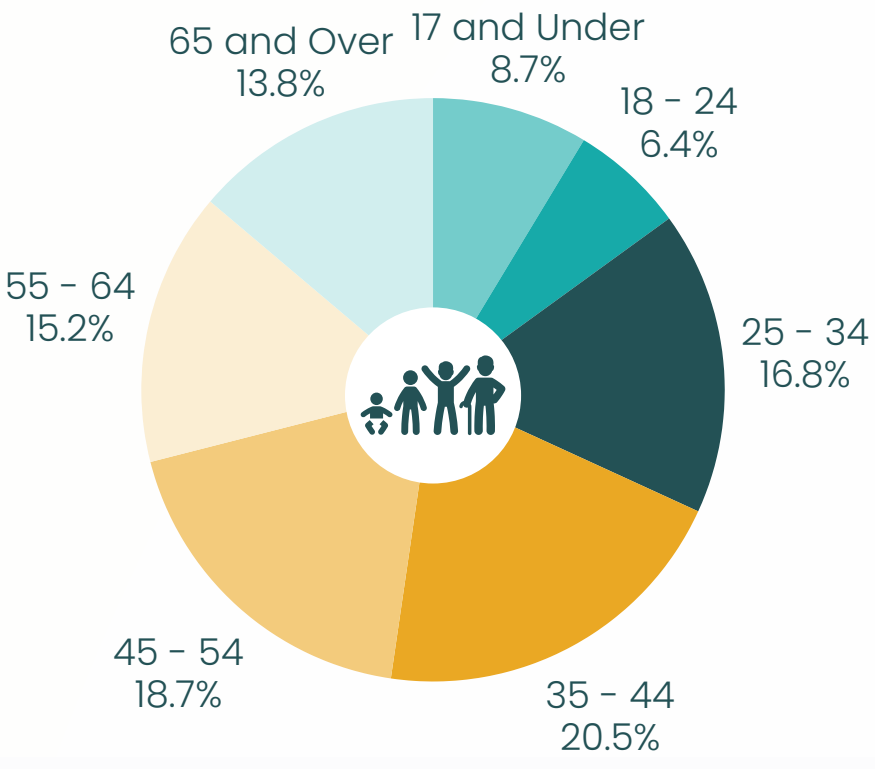
Unique Clients



Access to Justice

The sharp growth in unique clients highlights the increasing need for addressing access to justice gaps, particularly in regional, rural and remote areas and the importance of accessible legal, advocacy and social work services.

Age Brackets



The largest cohort supported was aged between 35 - 44. Compared to the last financial year, there was an increase in the number of young people seeking our help this year, with the majority receiving advocacy assistance to apply for the NDIS or to review a decision.

Demographics

77.49% of people who accessed Tasc services identified as being financially disadvanted.

40.04% of people who accessed Tasc services identified as having a disability.

23.34% of people who accessed Tasc services were older people.

15.62% of people supported were experiencing or at risk of homelessness.

8.6% of people supported identified as culturally or linguistically diverse.

10.64% of people supported identified as Aboriginal or Torres Strait Islander.

The 2025 - 2026 financial year saw marginal changes in demographics from the prior year. The most significant changes were seen in the number of people identifying as having a disability (increased 4.94%), older people (increased 1.44%) and those who are homeless or at risk of becoming homeless (increased by 0.92%). While the largest majority identified as being financially disadvantaged, there was a 1.51% decrease in this statistic this year.

Client Data and Information Systems

Enhancing Customer Engagement and Operational Efficiency

Tasc has experienced its first full financial year with the new Salesforce CMS. We have made a myriad of adjustments to the CMS to enhance usability and operational efficiency, customer engagement, accuracy and clarity for funder reporting.

Major improvements made include:

- Creation and implementation of an automated client feedback system which feeds directly into the CMS;
- Migration of all documents from two CMS databases to one (Salesforce), and;
- Integration of Salesforce and SharePoint.

Implementation Process

The automated feedback system (Feedback 360) Feedback 360 was designed to increase feedback about people's experiences with Tasc while making it simpler for people to provide that feedback. Tasc teams and the Cultural Safety Working Group collaborated on the survey contents. It was then created in the CMS, tested, and rolled out in November.

Tasc integrated SharePoint with Salesforce in May. Client documents are accessible via the CMS, but are no longer stored there.



100,000+

files migrated to Salesforce

Following months of planning and testing, migration from CLASS and IVO was completed over a two-week period in April/May.

Outcomes and Benefits

More Feedback: The electronic survey has made it easier to request, receive and collate feedback, while paper surveys still exist to prevent digital exclusion.

Better Information Management: One centralised database for all programs (excluding tenancy) has simplified access and optimised archiving and destruction processes.

Data and Case Records: Storage space concerns as a result of legal requirements around data retention were resolved and staff are better managing open cases since the SharePoint and Salesforce integration.

Looking Forward

Further Salesforce enforcements in progress include streamlining stakeholder and service user records, and new mapping capabilities. This is an exciting prospect for visibility, identifying service reach, gaps and supporting resource planning.

Challenges

Balancing different parameters of data capture across programs remains a challenge. This is resolved by finding common ground where possible and creating automations with differing parameters to maintain a high level of data integrity.

Allana Janke

Client Engagement Director

Tina David



The Client Engagement team is a central part of Tasc's integrated service model, helping people find the right legal, advocacy, and social justice support when they need it.

Intake/Front Desk

The Front Desk and Intake team is most often the first point of contact for people seeking assistance from Tasc. Our team provides a welcoming and accessible entry point across Tasc's legal, social work, tenancy, advocacy, redress, and elder law services, helping service users feel listened to, understood, and guided from their first contact with the organisation.

Our team created approximately 98% of the 9,014 cases registered for the year, supporting almost 5,000 people to use our services. This reflects the team's central role in managing demand, opening pathways into Tasc's services, and ensuring enquiries are directed to the right support as early as possible.

Mid-way through the year, we established a system for managing appointment wait times and reducing the number of no-shows for appointments. This also created an avenue for us to begin to measure unmet need in our communities.



Photo: Mount Goolman, 4306

> *Our team created approximately 98% of the 9,014 cases registered for the year, supporting almost 5,000 people to use our services*

For the last four months of the year, we tracked these numbers, developing a better understanding of where the gaps in service delivery are. Overwhelmingly, it is legal services requests that are referred elsewhere for assistance when our team is at capacity. We will continue to refine this to look at patterns of demand and use this to better inform how we can structure and resource our teams.

Intake is more than an administrative process. It is a skilled triage function that helps staff understand the circumstances, urgency, communication needs, cultural background, and accessibility requirements for each person we assist. This early assessment supports safe and appropriate referrals between Tasc's services, particularly for people from culturally and linguistically diverse communities, those who require an interpreter, people with a disability, and people who may need different ways to access our support.

By identifying these needs early, our team guide people towards the most suitable pathway for assistance. This may include in-person appointments at one of our offices, phone or video calls, home visits in some circumstances, hospital visits, or another accessible option. This approach helps reduce barriers and supports people to engage with Tasc in a way that is respectful, safe, and responsive.

During the year, four team members commenced AUSLAN study to improve the experience of hearing-impaired service users. While official and approved interpreting services are used during appointments, we are creating more

inclusive front desk interactions by assisting with greetings and basic communication, reducing barriers to access our service.

The team's work also reflects the diversity of the communities Tasc serves. The most common main languages spoken at home on our catchment, other than English are Kurdish, Spanish, Hindi, AUSLAN, and Mandarin. This diversity highlights the important role of Client Engagement in identifying cultural and communication needs early, arranging interpreters for appointments with our advice, support, and advocacy teams, and helping people to access services in ways that are clear, respectful, and inclusive.

Looking to the year ahead, the Front Desk and Intake teams will continue to identify ways to create more accessible, inclusive, and person-focused pathways into Tasc's services.

Volunteer Program



Volunteers are an integral part of Tasc's service model, helping to bolster organisational resources, extend our capacity, and diversify the services we provide.

At the same time, volunteering with Tasc offers students and early career professionals relevant, practical experience that will help them in their emerging careers. For our more experienced volunteers, it provides the opportunity for them to give back to their own communities by sharing their professional expertise and valuable time. In a variety of ways, our volunteers contribute practical assistance, specialist knowledge, and fresh perspectives that enhance Tasc's ability to respond to community needs.

3 → 24

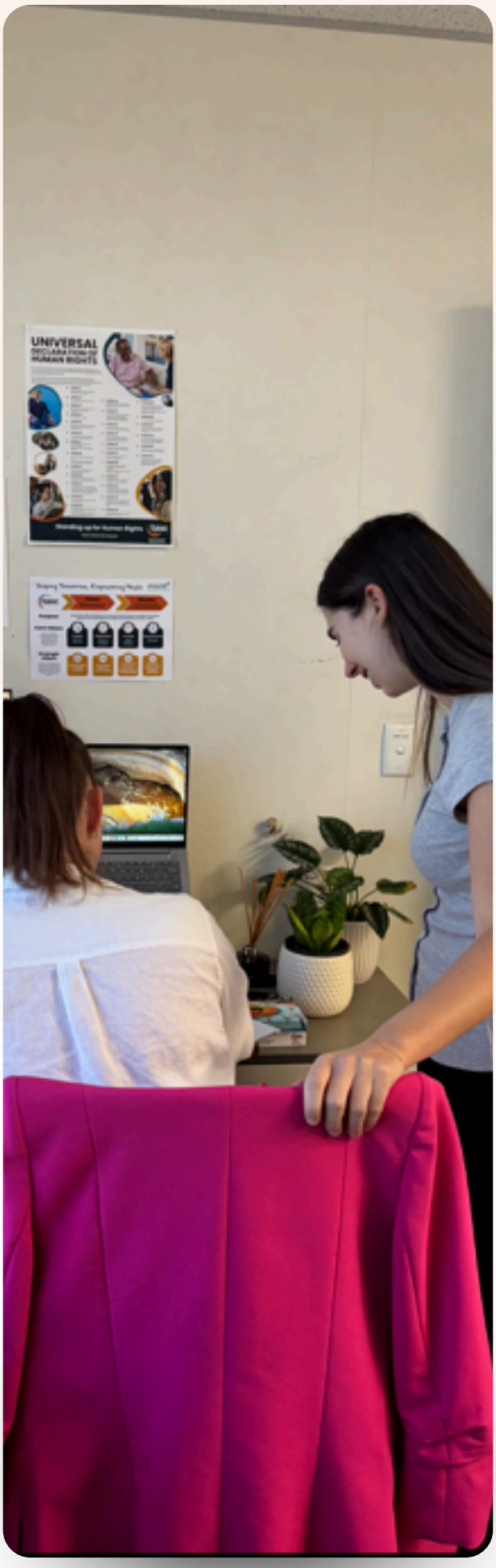
Growth in number of regular volunteers

The growth of the volunteer program this year from just three regular volunteers in the previous year to twenty-four this year, is the result of careful investment in building a more sustainable, connected, and capable volunteer network that enhances service delivery, creates meaningful learning pathways, and builds long-term professional relationships.

The program also showed early success as an emerging workforce pathway, with three volunteers converting to paid employment. As our volunteers move on to further study or full-time employment beyond Tasc, the relationships we have established will endure.

Foundational work completed in the program included the production of our Volunteer Handbook, safer communication and information-sharing processes for volunteers, and improved use of SharePoint and Employment Hero to support coordination, onboarding, and engagement.

We extend our sincere gratitude to all the people who have volunteered with us throughout the year, for the time, expertise, and care they contribute.



Feedback and Client Survey

Feedback 360 was launched in November 2025 with a view to improving how we capture, triage, and respond to feedback. The system, embedded in our new CMS, replaces the previous fragmented process with a single case-management workflow, enabling us to record the source of feedback, classify matters, allocate complaints to management for resolution, share compliments and general feedback with teams, and track matters through to closure. Early implementation included staff testing, permission refinements, targeted training, and written guidelines to ensure consistency.

> **0.24%**
> **of registered cases resulted in a recorded complaint.**

Recorded complaints represented just 0.24% of our registered cases last year. While this low complaint rate provides just one measure of service experience, it shows the value of feedback in continuous improvement.

Compliments received throughout the year reinforced the positive impact of our person-centred approach. Staff were described as kind, warm, professional, skilled, and responsive. The message we received was that clear, practical support, advocacy, outreach, and staff who prioritise empowering people leads them to feel more confident and less overwhelmed in resolving their matters.

In Their Words

A few years ago, our lives changed abruptly when we received a diagnosis of Functional Neurological Disorder (FND).

In those uncertain times, we reached out for support but were often turned away. However, a few organisations, including Tasc, offered us a lifeline. Our disability advocate at Tasc guided us with compassion and expertise every step of the way. He took the time to research solutions, answer our questions, and advocate for us. Thanks to his dedication—and the support of the entire Tasc group—we truly felt heard, understood, and supported.

Looking back, we see how invaluable Tasc has been. Without their support, this journey would have felt much lonelier.

National Access to Justice Partnership (NAJP) 2025 - 2030



- 73 of 98 people contacted provided feedback
- 74% response rate

The client survey, conducted during the month of May each year for the Legal Assistance Strategy Funding (LASF), creates the opportunity for feedback specifically on our legal team. The survey was offered to anyone who received a legal service during the month, providing a valuable snapshot of how our work is experienced by the people we support. Most respondents had received advice from our generalist legal team, with 92.86% selecting this as a service they had accessed, while the remaining respondents had received assistance through a legal task service.

With the support of a volunteer, 73 respondents participated from a possible 98, representing approximately 74% of the people we approached to complete the survey. The results were notably positive and reinforced high levels of client satisfaction.

What Clients Told Us

95.89%
Felt staff listened to their legal problem in a friendly and respectful way.

87.68%
Knew where to get help if they had another legal problem in the future.

87.50%
Felt confident in the ability of legal centre staff to assist them.

86.31%
Would recommend the legal centre to other people.

86.30%
Were helped to understand their legal issue and the options available to them.

76.72%
Found the information and resources they received useful.

Client Voice

What People Told Us About Their Experience

Feeling Heard

They made me feel very validated; the staff are so friendly and warm.

Helpful Advice

The advice I received was very helpful.

Compassionate

The solicitor was really lovely and so empathetic and compassionate

Respectful

The staff are easy to talk to and very polite.

Additional comments were provided by 36 respondents, with the majority describing the service as helpful, respectful, approachable, compassionate, and easy to understand. One person summed up the impact of the service by saying,

"The lawyer explained things with clarity and in a direct and insightful way, she put my mind at ease."

A common theme was feeling listened to, validated, and supported, with several people noting that advice they received was clear, practical, and reassuring.

What We Heard

These reflections bring the survey results to life, showing that people valued not only the legal information they received, but also the respectful, compassionate, and reassuring way support was delivered.

What We Can Improve

Opportunities for improvement centred around waiting times for appointments, queue processes, follow-up communication, and ensuring advice is sufficiently personalised and relevant to the individual.

What This Tells Us

Overall, the survey results reflect a strong person-focused culture while also providing practical feedback to guide ongoing improvements in access, communication, and service consistency.

Tina David

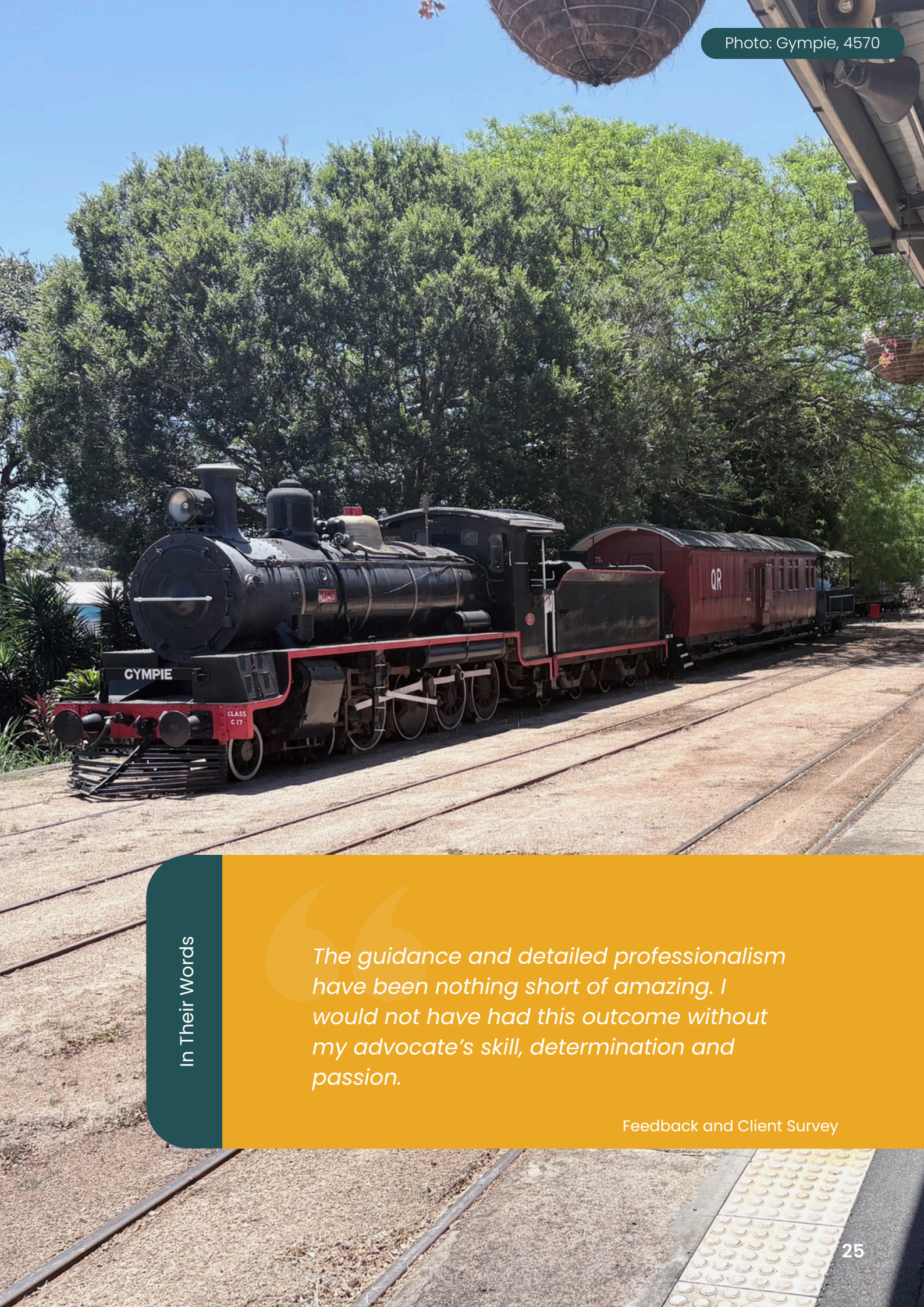


Photo: Gympie, 4570

In Their Words

The guidance and detailed professionalism have been nothing short of amazing. I would not have had this outcome without my advocate's skill, determination and passion.

Feedback and Client Survey

Chief Financial and Operations Officer

Jenny McCloy



The Tasc Corporate Services team provides the foundational backbone that enables the organisation's frontline teams to deliver on our purpose.

The Corporate Services team achieves this via the following functions:

- Finance
- Governance and Risk
- Compliance and Quality Assurance
- Human Resources
- Operations
  - Information and Communications Technology (ICT)
  - Fleet and Facilities
  - Workplace Health and Safety

Each function is distinct, but together, they ensure resources are used effectively, processes are continuously reviewed for efficiency, risks are managed responsibly, and staff are empowered to focus on delivering impact across our regions.

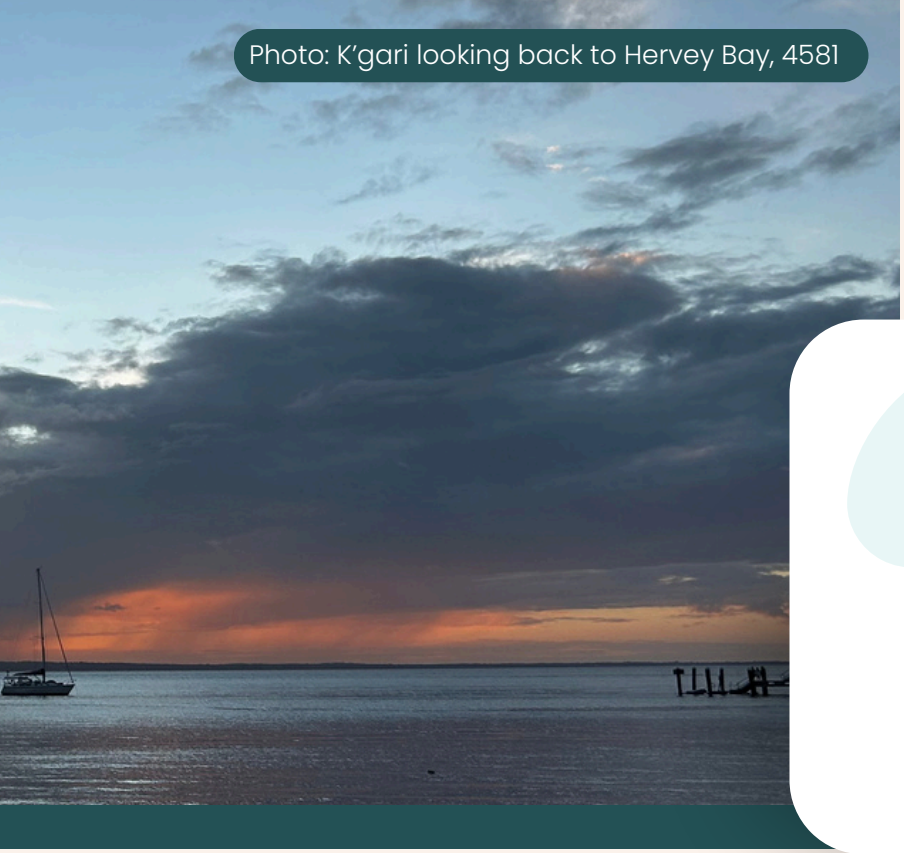


Photo: K'gari looking back to Hervey Bay, 4581

The team's role is to create a stable, efficient, and values-aligned foundation that supports Tasc's mission and amplifies its reach in the community.

Key Achievements

ICT Infrastructure Standardisation

The rollout of standardised and updated ICT equipment across the organisation was expanded to include meeting and client interview rooms. All staff now work within the same ICT environment, significantly reducing downtime due to unreliable and outdated equipment.

Improved Finance Reporting

Significant and time-saving improvements were made to our accounting practices. Our Management Accounts and Financial Accounts can be reported contemporaneously. This enables our Board to have accurate visibility of the organisation's financials at a glance.

Strengthening Compliance and Information Governance

We continued our review of controlled documents, updating policies and procedures to align with the revised Risk Management Guide and privacy legislation.

The Compliance team also played a key role in the SharePoint upgrade project, working across the organisation to remove duplicate files and archive or delete records that were no longer required. This has made SharePoint and its document libraries easier to navigate as a 'single source of truth', reducing the time staff spend locating documents, forms, procedures, and policies.

New Hervey Bay Office

Over several months, Operations worked closely with the fit-out team to establish our new Hervey Bay office. This important project delivered a much-needed base for our staff operating in the region, and a consistent and recognisable location for the community to access advocacy services across the Wide Bay region.

Jenny McCloy





View the short video wrap up of the Hervey Bay office opening on the Tasc Facebook page.

Scan the QR code to view.

They made me feel very validated; the staff are so friendly and warm... they are all lovely.

Feedback and Client Survey



Human Resources Advisor

Gabby Hopkins



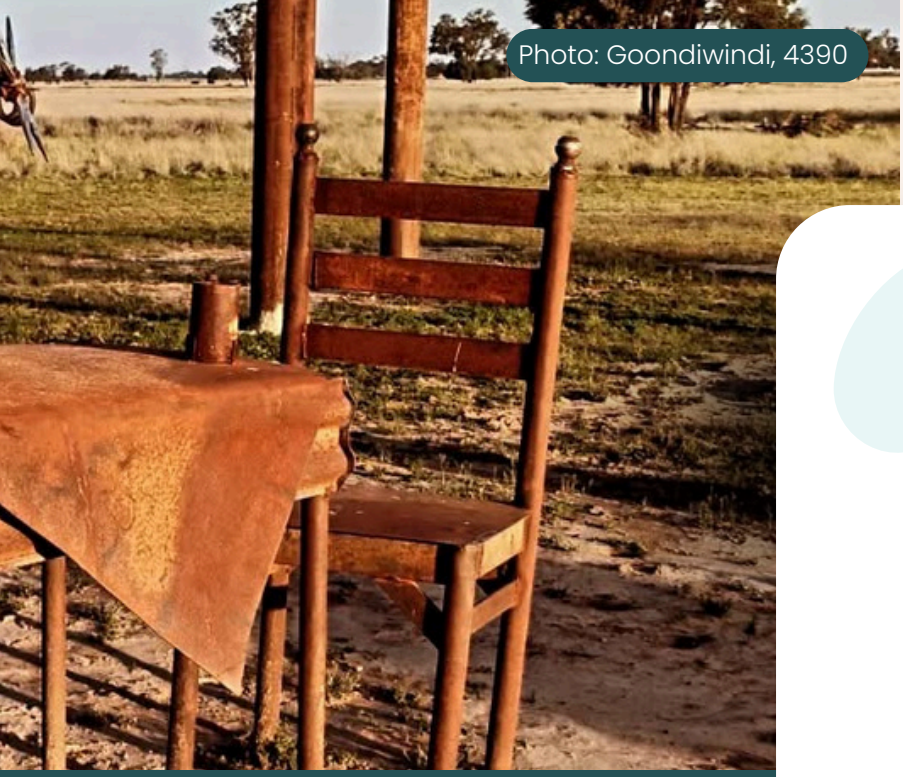
This year has been a year of building capability, strengthening leadership, and laying foundations that will support Tasc, and the communities we serve into the future.

People and Culture

Significant progress has been made in workforce planning, leadership development, employee wellbeing, internal communications, people systems, and performance capability, positioning Tasc strongly for the years ahead.

We invested in the development of our people, systems, and culture to foster a supportive, engaged, and high-performing workplace. Our focus has been guided by the priorities outlined in Tasc's Strategic Plan 'STEP28' and a commitment to not just displaying our values, but integrating them into our every day.

The year also saw greater organisational stability and capability through the recruitment of key positions in our legal, social work, and communications teams. Together with ongoing investment in leadership development and workforce initiatives, these appointments have increased our capacity to support employees, deliver services, and achieve strategic objectives.


Photo: Goondiwindi, 4390

We aim to support Tasc's vision of ensuring people and communities are seen, heard, and respected, while continuing to build a capable, connected, and future-focused workforce.

Strengthening Workforce Capability and Role Clarity

A significant achievement during the second half of the year was the Position Description (PD) Review Project. This improved consistency across and within teams by aligning PDs to Tasc's strategic direction, purpose, and values. It provided clarity around roles, reporting, supervision, responsibilities, and expectations, while also laying the foundation for performance development, workforce planning, and career progression.

Building for the Future Through Workforce Planning

We implemented a structured workforce planning process, with sessions designed to help identify future needs, support succession planning, and better understand the skills and capabilities required to deliver on our strategic plan. The sessions sharpened our focus on employee development and workforce sustainability, ensuring we continue to invest in the skills and knowledge of our people both now and into the future.

Developing Leaders to Support Their Teams

Recognising the important role leaders play in shaping workplace culture and employee experience, Tasc has invested in leadership capability throughout the year. A combination of internal expertise and specialist external advisory support has given our leaders access to advice, contemporary guidance, and resources to assist them in managing and developing their teams. The Executive team participated in external coaching and development opportunities, while managers were supported through targeted leadership development initiatives and practical people-management resources. Together, these efforts strengthened leadership capacity and supported greater consistency in how leaders engage with and support their teams, navigate change, foster wellbeing, and contribute to a positive and empowered workplace.

Enhancing People Systems and Processes

Tasc's human resource information system (Employment Hero) was optimised to better support the employee lifecycle. We expanded system functionality, introduced new templates and forms, improved employment documentation, and streamlined a range of people and culture processes. These improvements have increased consistency, reduced administrative burden, and simplified the employee experience.

Reinforcing Communication and Connection

Our newly established Communications and Community Engagement team brought attention to how communities we serve see and interact with us, and how we can create relevant and meaningful internal communications processes. Greater transparency, collaboration, engagement, and an improved organisation-wide flow of information has ensured our people remain informed and connected.

A Safe, Supportive and Connected Workplace

Supporting wellbeing, engagement and keeping our people's perspectives central remained key priorities throughout the year. Regular Pulse Surveys, wellbeing initiatives, staff recognition activities, and ongoing opportunities for employee feedback provided valuable insights and opportunities for connection.

Transparent and consistent communication from the CEO and Executives, team-building activities, all-staff events, and other initiatives encouraged collaboration, strengthened relationships, and reinforced a positive organisational culture.
We are committed to creating a workplace where employees feel valued, supported, safe, and connected to both our Tasc's purpose and each other. This focus helps us to foster a more engaged and stable workforce, providing a strong foundation for future growth and development.

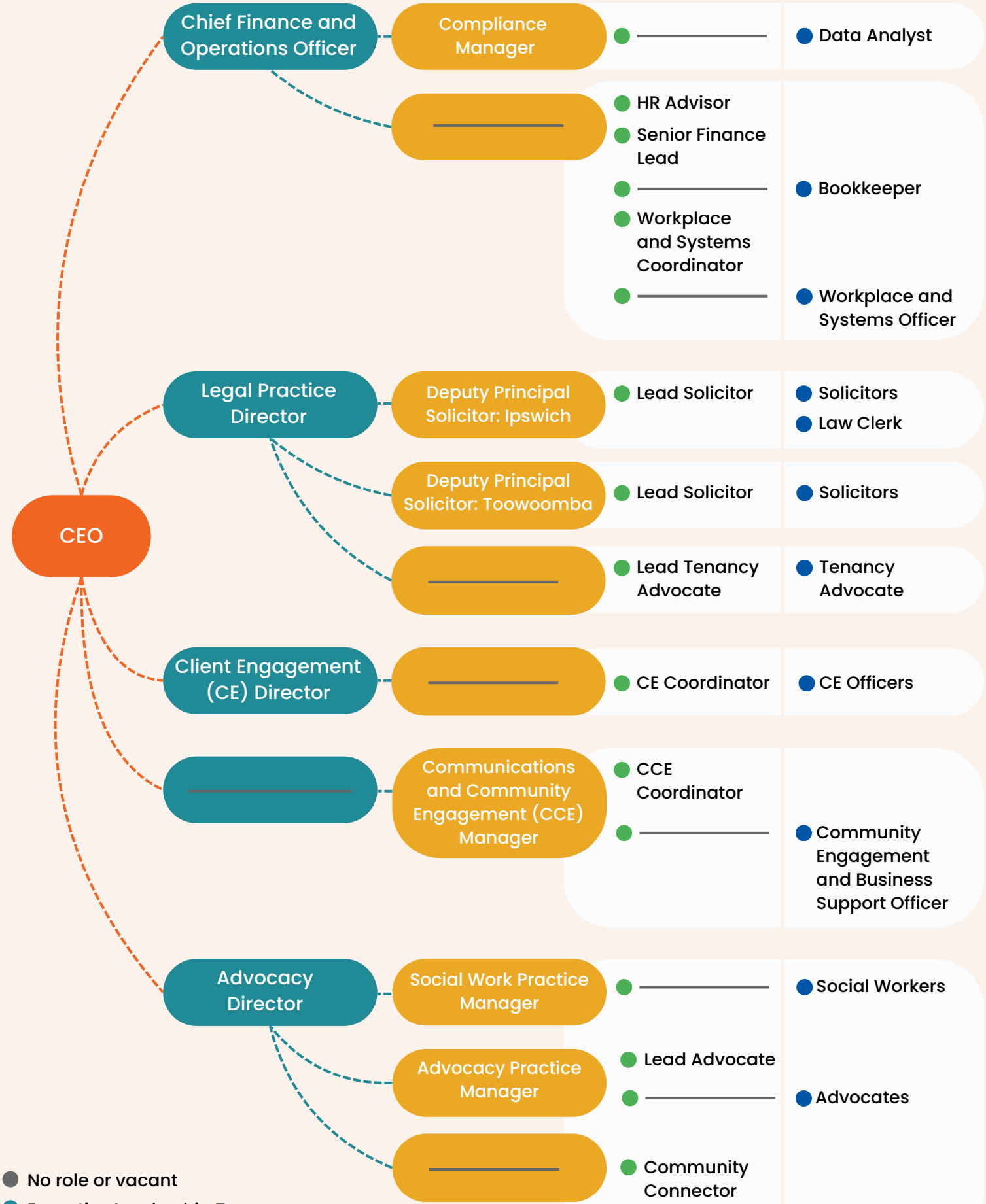
Looking Ahead

We will be building on the strong foundations established this year through:

- Designing and implementing the Performance Management Framework to support development, accountability, and growth.
- Continuing workforce planning and succession planning activities.
- Expanding leadership development across management and executive teams.
- Improving employee wellbeing initiatives and psychological safety practices.
- Supporting career development through structured learning pathways and workforce capability initiatives.
- Continuing to enhance communication and engagement.

We aim to support Tasc's vision of ensuring people and communities are seen, heard, and respected, while continuing to build a capable, connected, and future-focused workforce.

Organisation Chart



- No role or vacant
- Executive Leadership Team
- Management Team
- Team Lead or Specialist
- Team Member

Advocacy Director

David Boden



Across Redress, Advocacy and the Community Connector programs, our focus has remained on helping people navigate complex systems with greater choice, dignity and control.

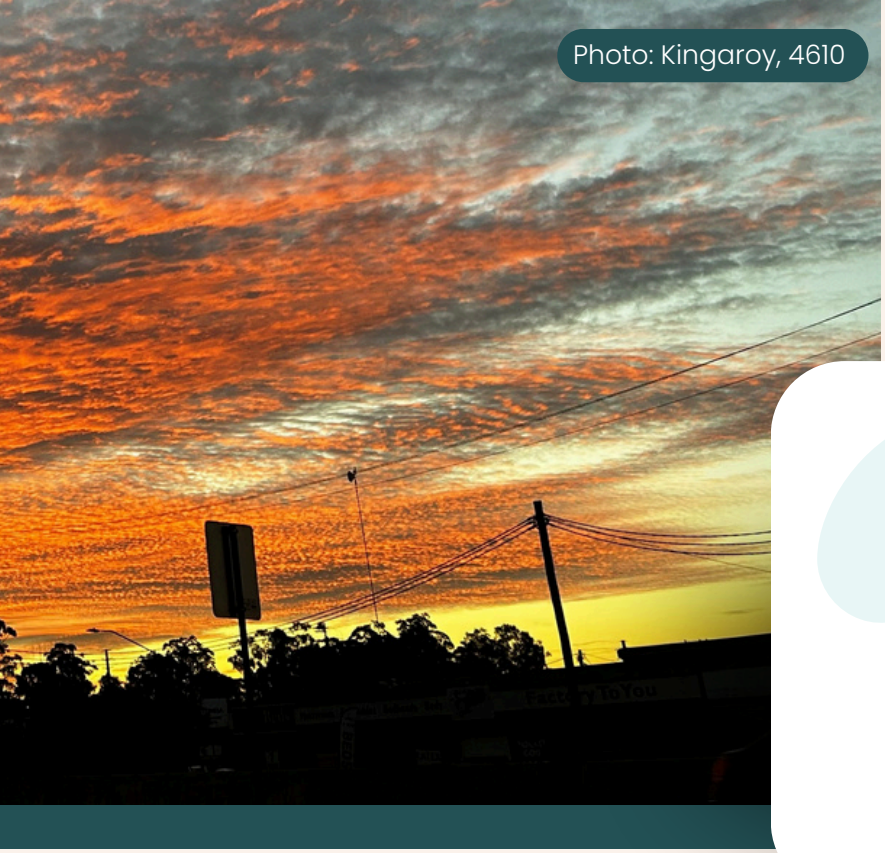
National Redress Scheme

Overview

Tasc's Redress Support Service provides independent assistance to survivors who have experienced institutional childhood sexual abuse and are considering engaging with the National Redress Scheme. The program is funded by the Australian Government's Department of Social Services. Our service provides trauma-informed, culturally appropriate support to survivors across Toowoomba and the surrounding region, including the Darling Downs and Maranoa. Caseworkers walk alongside survivors from their very first contact with Tasc through every step of their application journey.

The Year in Review

Supporting survivors to make an application to the Scheme remained at the heart of the service. This included providing information about the Scheme, assisting people to understand their options, completing paperwork, responding to Scheme correspondence, assisting with accessing counselling, and, if they choose, seeking a Direct Personal Response (DPR) from the institution responsible for their abuse.


Photo: Kingaroy, 4610

> *The quality of a person's Redress experience is not determined solely by whether their application succeeds.*

A key strength of the program is the ability to work alongside a person at their own pace. Survivors come to the service with different experiences, needs, and expectations. Some may have spent years considering whether to tell their story, while others are looking for more hands-on or practical assistance to navigate the application process or understand the implications of an offer of Redress payments.

Perhaps the clearest lesson from the year is a systemic one: the quality of a person's Redress experience is not determined solely by whether their application succeeds. How they are treated along the way has a real bearing on their sense of dignity and control. This insight is now shaping national practice, and we can see this change happening through our involvement and contribution to the NRS Language and Communications Working Group.

Challenges and Opportunity

The Redress Program continues to be an important part of Tasc's commitment to justice, dignity and meaningful support for survivors of institutional child sexual abuse.

While the National Redress Scheme provides an important avenue for recognition and acknowledgement, survivors can still encounter significant challenges when engaging with the process. One of the most significant challenges facing survivors is the time it can take to receive an outcome. We are encouraged by the steps taken by The National Redress Service to address wait times experienced by survivors.

The most significant challenge ahead is the scheduled end of the National Redress Scheme later in 2027.

Looking Ahead

With the Scheme's closure on the horizon, the coming period will be about finishing well. As we move towards the final year of the Scheme, our focus remains the same: ensuring survivors are heard, supported, and treated with dignity.

We are grateful to the people who place their trust in our service and allow us to walk alongside them during an important but difficult part of their journey to justice.


Photo: Ipswich, 4305

Advocacy

Overview

Our advocacy team provides person-centred, individual advocacy to people with disability and those experiencing mental illness across regional Queensland. We work alongside community members facing complex and often deeply personal challenges, assisting them to understand their rights, build confidence to self-advocate and pursue meaningful change. In doing this work, our advocates assist individuals to navigate some of the most complex service systems and circumstances which often have frequent intersections. These include:

- Mental health services and tribunal processes
- Disability and support services
- Government payments and benefits
- Housing
- Education
- Guardianship
- Consumer matters
- Discrimination
- Child protection

Year in Review

It has been a very active year on the ground. We see the importance of independent advocacy when assisting people with a disability navigate increasingly complex systems, while needing to offer this assistance in a period of substantial reform and uncertainty across the disability sector.

One of the recurring themes seen in our casework has been supporting people through Administrative Review Tribunal appeals of NDIS decisions. In many of the appeals, participants had initially been denied access to the Scheme and needed independent advocacy to navigate what can be a challenging administrative process. In several cases, advocates secured Tribunal decisions granting participant's access to the NDIS.

A long-standing gap in our service coverage was closed this year with the appointment of a dedicated Gympie-based advocate. This local presence has strengthened relationships with community organisations, government agencies, service providers, and other stakeholders. Importantly, it has increased people's ability to access in-person independent advocacy close to their home.

Access to the NDIS

Supported successful Administrative Review Tribunal outcomes for NDIS participants who had been denied access to the Scheme.

Gympie Advocate

Filled a long-vacant advocate position in Gympie, restoring a genuine local presence in the region.

Hervey Bay Office

Opened our Hervey Bay office, expanding our regional presence and making advocacy services more accessible to people with disability on the Fraser Coast.

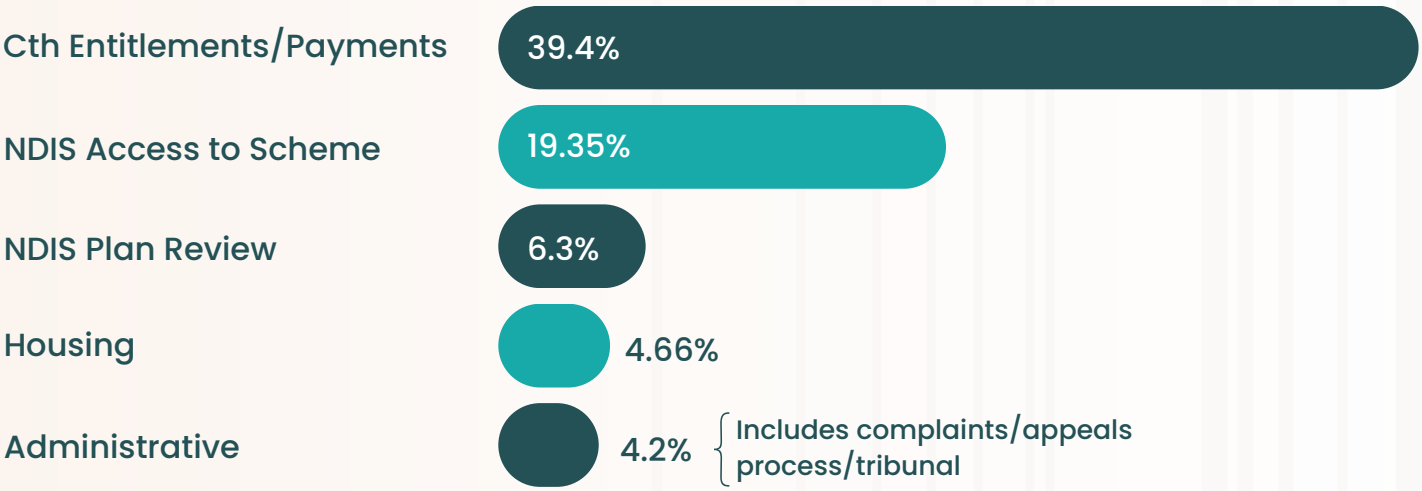
Systemic Change

Contributed to national and state policy processes on NDIS reforms, mental health and health-system barriers facing people with disability.

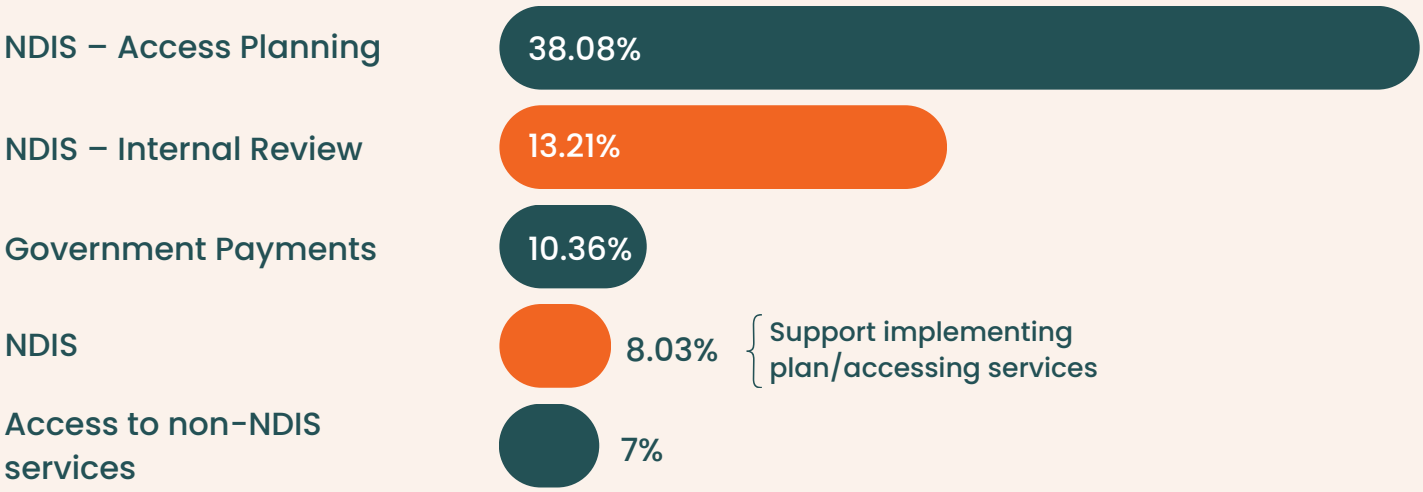
QDAP Primary Issue



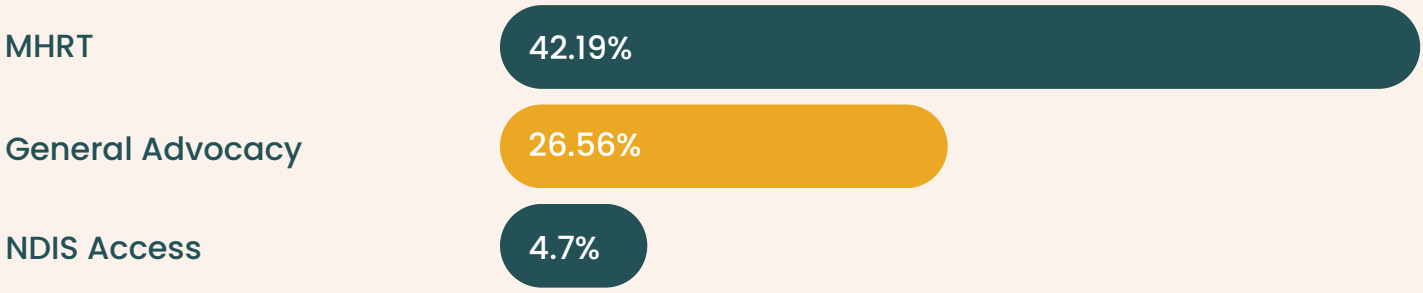
QDAP Top 5 Client Issues



NDAP Top 5 Client Issues



IASP Primary Client Issues



Looking Forward

The coming year's priorities build directly on this year's momentum and to press the issues our frontline work keeps surfacing, such as regional service gaps, NDIS reforms and barriers, and the practical obstacles that stop people from accessing services via our continuing role in the Queensland Individual Disability Advocacy Network (QIDAN), the National Centre for Disability Advocacy, and direct engagement with government. Our advocacy team has a strong commitment to standing alongside people when their voices are most at risk of being ignored.

> **Our role is about shifting power: supporting people to know their rights, exercise their choices, and be treated with dignity, equality, and respect.**

Rural and Remote Advocacy - Community Connector Program

Overview

Access to advocacy should not depend on where a person lives. Yet for people in rural and remote Queensland, distance, limited services, workforce shortages, and digital exclusion can make it significantly harder to know where to turn when something goes wrong.

Our Queensland Disability Advocacy Program (QDAP) was grateful to receive additional funding from the Queensland Department of Families, Seniors, Disability Services, and Child Safety to develop The Community Connector Program (CCP).
The Program was established to explore a different way of promoting access to advocacy: by building advocacy capacity within communities themselves.

At the heart of the program is micro-advocacy; supporting people to recognise when something is not right, understand their options, take an early step and know when further advocacy support is needed. The program operated in Roma, Tara, Charleville, and Goondiwindi, working alongside community members, local organisations, service providers, and peer networks.

Testing a Community-Led Model

Initially, we sought to identify local volunteer Community Connectors who could support a regular community presence and provide an approachable point of connection for people needing information, guidance or early advocacy support.

Call-to-action morning teas brought community members, services and stakeholders together to introduce micro-advocacy, build relationships, and identify people interested in supporting the model locally. This was followed by community hub activities, providing accessible drop-in opportunities for people to discuss issues and better understand advocacy and referral pathways.





Learning From Communities

The program did not produce the network of designated volunteer Community Connectors originally anticipated, and participation in standalone Community Hub activities was lower than expected. Rather than seeing this simply as a measure of limited uptake, we treated it as an important opportunity to listen to what communities were telling us about how people seek help.

What We Learned

What happened around the hubs was just as important as what happened within them.

Engagement highlighted that people are often more comfortable raising concerns with individuals and organisations they already know and trust. Fear of speaking up, concerns about confidentiality, limited understanding of advocacy, and uncertainty about where to seek independent assistance can all create barriers to approaching a new or unfamiliar service.

One of the strongest lessons from the CCP has been that rural and remote communities often operate through deeply interconnected informal networks. People may hold several roles in their communities through their employment, volunteering, community organisations, or simply through being someone that others know and trust.

One story shared during engagement illustrated this clearly. When the person responsible for local rubbish collection unexpectedly passed away, collection was disrupted for a period. Other community members stepped in, including helping to empty the bins of vulnerable residents who could not manage this themselves.

It was a simple but powerful example of something the CCP team observed repeatedly: people within these communities are already connecting, noticing when someone needs help and stepping in when formal systems cannot.



Repeated visits reinforced the importance of this relationship-based approach. With each visit, people increasingly recognised CCP staff, stopped to speak with us, and openly shared what was happening within their communities. These conversations demonstrated that every community operates differently. The people who are trusted, where information is shared, how people hear about services and where someone turns when they have a problem vary from town to town.

From Local Experience to Systemic Advocacy

Relationships and knowledge developed through the CCP created opportunities to bring rural and remote experiences directly to decision-makers, highlighting:

- Limited access to independent advocacy and information;
- Lack of service choice;
- Privacy concerns in small communities;
- People remaining with providers despite services not being delivered;
- NDIS funding remaining unspent because appropriate services are not available, and;
- Uncertainty about where people can turn for independent assistance.

Digital exclusion also emerged as an important issue. We have observed that increasing availability of online services does not necessarily create genuine access.

Reliability of connectivity, access to devices and data, digital literacy, and individual support can all determine whether a person can engage with digital government and community services.

Looking Ahead

The next stage of the CCP is focused on strengthening the micro-advocacy capacity of trusted people who are already embedded within their communities. This includes helping people recognise an advocacy issue and understand their options.

This is more than a new program model, allowing us to demonstrate our capacity to adapt in a changing environment. It reflects our broader commitment to ensuring that people in rural and remote Queensland can understand and exercise their rights, regardless of postcode.

David Boden

Advocacy Case Study

Empowerment Through Advocacy

Denise* approached Tasc seeking assistance with a Disability Support Pension (DSP) application. She had an acquired brain injury from a fall many years earlier that wasn't work related. Denise said she had recently been experiencing fatigue and believed her only option was to resign from her employment and apply for the DSP.

In their initial meeting, Tasc's advocate explored with Denise whether her employer had ever offered or been asked to provide reasonable adjustments to help Denise with her needs. It became clear that her employer had not discussed this with her.

How We Assisted

Our advocate provided Denise with the relevant information about workplace accessibility and the rights of employees with a disability, including JobAccess, a government initiative that supports workplace assessments and modifications. The advocate also went through Denise's other options, including the possibility of accessing Total and Permanent Disability (TPD) insurance through her superannuation, and a referral was made to a law firm that assists with TPD claims.

With our support, Denise obtained a medical certificate from her GP and formally requested a flexible working arrangement – specifically reducing her working days and supplementing them with long service leave. Her employer resisted, and requested further medical information, contacting Denise's GP without her consent.

We helped Denise to lodge a complaint. A formal apology was issued and the matter escalated internally via HR, resulting in a shift in the employer's approach. Due to the inability of the employer to locate a suitable JobAccess provider, a job capacity assessment was undertaken by a private practitioner with additional supporting information provided by Denise.

A structured Return to Work (RTW) plan was implemented and Denise successfully returned to the job she was so concerned she would have to leave.

Why Advocacy Matters

Tasc's advocacy support and intervention exposed gaps in the employer's understanding of their obligations to Denise, reactive HR processes, and issues with handling of privacy protocols. The matter also highlights the underutilisation or a lack of integration of federally funded employment supports in state systems.

Without our intervention, Denise may have resigned from her role prematurely and been reliant on the DSP, which would have impacted her financial independence.

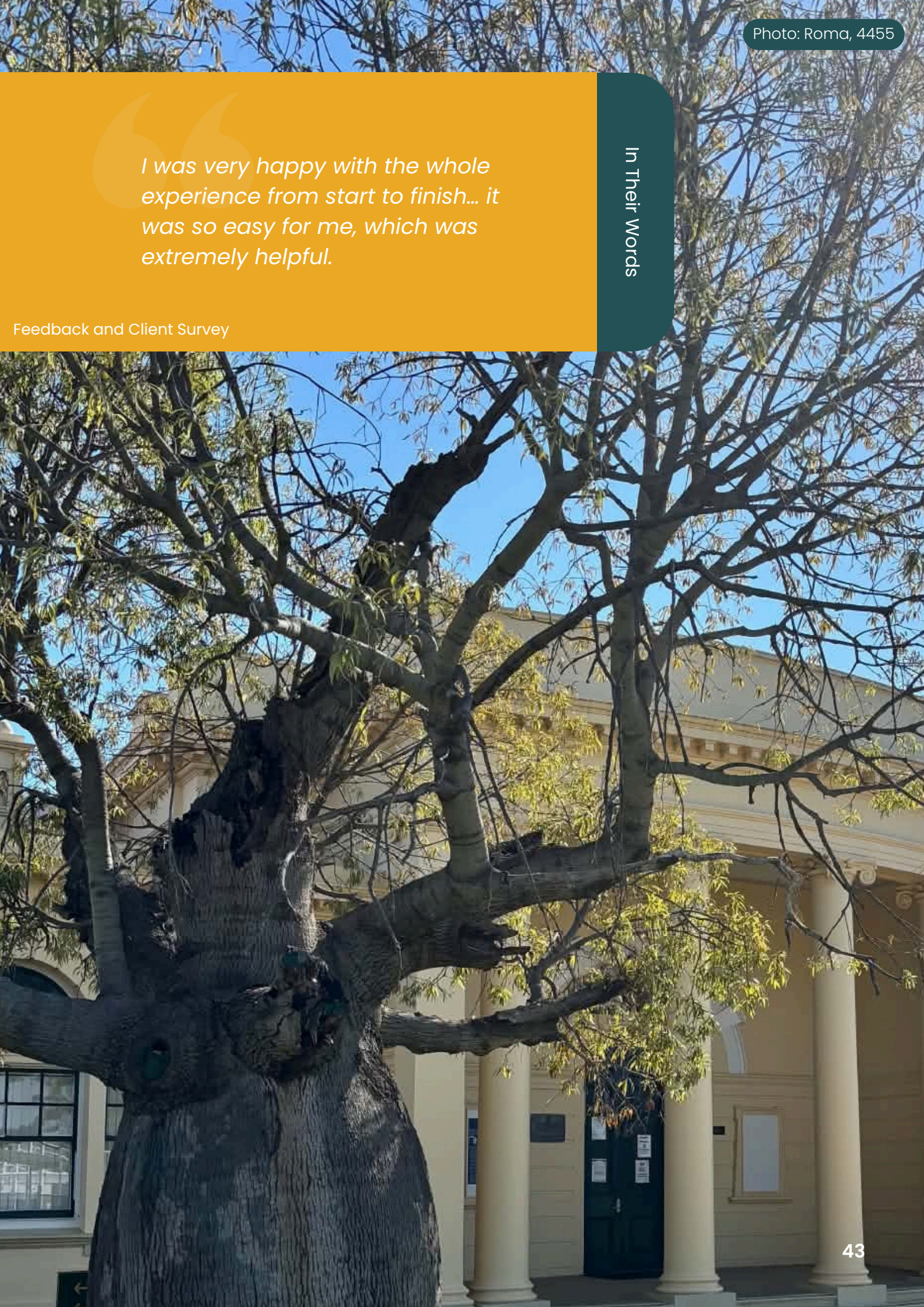


Photo: Roma, 4455

In Their Words

I was very happy with the whole experience from start to finish... it was so easy for me, which was extremely helpful.

Feedback and Client Survey

Legal Practice Director

Miranda Woodland



Funded by state and federal government, our legal practice provides services through our offices or outreach locations, alongside community legal education, law reform activities, and high-level stakeholder engagement.

Via our relationship with Legal Aid Queensland, we also provide Domestic Violence Duty Lawyer services in Queensland courts and Mental Health Review Tribunal representation. Our offices are located in Toowoomba, Ipswich, Roma, and Goondiwindi, with outreach delivered at Toowoomba Base Hospital, and in Tara, Miles, Chinchilla, and Kingaroy through partnerships with community and neighbourhood organisations.

Service delivery is focused on assisting people experiencing disadvantage and empowering them and their communities to better understand and enforce their rights, manage responsibilities, address legal needs, and prevent future problems.

The Year in Review

Family law remains the driving force behind most enquiries for legal services, followed by domestic and family violence, criminal law, wills Enduring Powers of Attorney (EPOA), and credit and debt issues. Socioeconomic, environmental, global influence and other matters such as cost of living, extreme weather events, the fuel crisis, and cumulative rises in interest rates mean more people than ever in our communities are experiencing financial hardship. These pressures often then translate into legal matters when they escalate and intersect with other drivers of disadvantage.

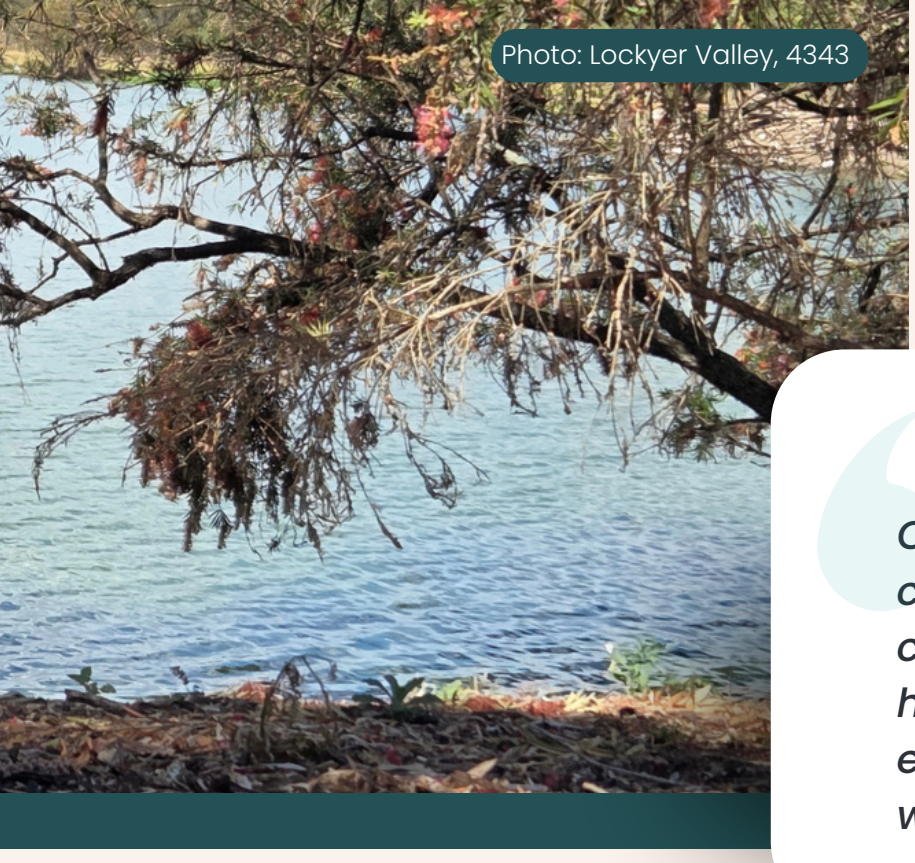


Photo: Lockyer Valley, 4343

> *Often, community legal centres are the last chance for people to find help. At Tasc, we endeavour to meet people where they are at.*

Declining health, including mental health, reduced access to transport, rising rental costs, and multigenerational living can all contribute to the development of or increase the complexity of legal issues. Often, community legal centres are the last chance for people to find help. We endeavour to meet people where they are at.

Despite the ongoing challenges of attracting staff to regional areas, we drove recruitment to fill numerous roles in the legal team this year, including at the executive and management levels. With diverse skillsets being brought in and shared with the team, opportunities were created for people to be mentored in areas of law less familiar to them.

Learning and development remained an ongoing priority for the legal team. The year offered a renewed focus on establishing foundational legal professional skills and knowledge. Our view has not just been about gaining experience in new areas of law, but to also ensure less experienced staff have the essential skills to support them as they continue to develop competence in difference practice areas.

Our Volunteer Program has supplied the team with an increasing number of law students, Practical Legal Training (PLT) students, and community-based lawyers expressing interest in volunteering their time with us. Local professionals in several of our regions have been keen to engage with us. Leveraging their support helps keep meeting the legal needs of the communities we serve more sustainable.

We have built both internal and external working relationships with non-legal service providers across our catchment. Where appropriate and with relevant consents, these relationships support a multidisciplinary approach to address increasingly complex client needs.

Law Reform

This year, law reform activities included multiple written law reform submissions, a roundtable, and participation in a national survey.

A submission was made towards the **Statutory Review of the Queensland Civil and Administrative Tribunal Act 2009**. Tasc's multidisciplinary team was well positioned to provide input, drawing on work in this jurisdiction and experiences shared with us from clients. We advocated for:

- Arrangements to assist parties to engage in QCAT processes;
- The automatic right for representation, and;
- Representation to be funded for vulnerable client groups in guardianship or administration matters.

We made a submission on **veteran advocacy reform** and strengthening protections for veterans to prevent exploitative commercial practices whilst also preserving access to advocacy services.

The Legal Services Council Admissions Committee and Law Admissions Consultative Committee sought input from legal practitioners into a **review of Practical Legal Training**. The team shared their perspective on how PLT can better meet the needs of the modern legal profession and equip new lawyers with the required skills and experience to commence their career.

Hosted by the Office of the Victim's Commission, our team participated in **Stage 2 of the Queensland Charter review of the Charter of Victims' Rights**.

Tasc also welcomed the **Disability Discrimination Act 1992 (Cth) Review** on the implementation of the recommendations arising from the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability. The key priorities in our submission focused on reforms to transform the DDA from a reactive instrument into a framework that ensures dignity, equality, and meaningful participation for all Australians with disability.



Rural Women's Outreach Legal Service (RWOLS)

RWOLS provides regular outreach with legal advice appointments once a month in Miles, Chinchilla, and Tara from the local community or neighbourhood centres. We also recommenced regular outreach to Kingaroy, servicing the South Burnett.

Where you live should not dictate the level or quality of service you receive. In a state as decentralised as Queensland, this is not always practical. Whilst remote, regional and rural based service users can always receive telephone advice appointments, in-person services, even once a month, can help to build trust within smaller communities. Despite geographical or technological barriers, we are there to service them. We continue to build connections with these local communities to better understand their legal needs and to support access to justice regardless of postcode.

Duty Lawyer Service

Our partnership with Legal Aid Queensland enables the provision of duty lawyer services in the Ipswich, Toowoomba, and Townsville Magistrates courts. Tasc primarily provides services to Respondents in Domestic and Family Violence (DFV) matters for both police and private applications.

For many people, being served with a DFV application is their first interaction with the legal system. Meeting with a duty lawyer is a critical triage point that can have a significant impact on how quickly a matter is resolved and how the outcome will influence their life. Despite investment in media and awareness campaigns, DFV is still not well understood in our society. The duty lawyer service provides immediate access to legal advice and advocacy at a time when people are often experiencing significant stress, confusion, and fear. By helping people to understand court processes, identify and understand their options, and navigate complex legal issues, duty lawyers empower people to engage more confidently in the justice system. The service not only improves outcomes for the people we help but also contributes to the efficient administration of justice through early intervention, informed decision-making, and timely resolution of matters through the courts.



Photo: Blackbutt, 4314

Our senior team continue to train and support the up-skilling of others to ensure we have accredited duty lawyers to deliver on this important service.

Community Legal Education

Our work in community legal education connected us with community members, students (school and vocational), healthcare, and other service providers across Roma, Stanthorpe, Surat Basin, Warwick, Ipswich and Toowoomba. This year, we shared information about elder law, wills and estates, domestic and family violence, kinship arrangements and carers, child protection, informed consent and decision-making documents, and the intersections between family law, domestic and family violence, criminal law and child protection, helping stakeholders to unpack more complex, multi-jurisdictional matters.





Community legal education is a great way to help non-legal community-based organisations to identify when an emerging situation in their own client base might need legal advice or intervention. This can help people access preventive or early legal advice and assistance, potentially keeping them out of or exiting the court system early in proceedings.

Mind My Legals

Program Overview

Mind My Legals (MML) is a legal support program established by way of a Health Justice Partnership with the Darling Downs Hospital and Health Service. The Partnership works to address unmet legal needs and improve patient health and wellbeing by addressing health-harming legal problems and building capacity of health workers and lawyers to provide more holistic support. Services include:

- Legal advice;
- Referrals;
- Casework support, and;
- Representation.

MML is delivered on-site at the Adult Mental Health Unit, in-office, or via telephone during admission or after discharge as appropriate. Areas of law include family, domestic and family violence, child protection, civil and consumer, and minor criminal matters.

Key Achievements

Mind My Legals has improved access to legal advice and other supports to vulnerable clients who experience additional barriers to accessibility of legal services due to their hospital admission.

Program Challenges

A key challenge includes maintaining consistent service delivery during staffing changes.



Photo: Goomburra, 4362

Legal Case Study

A serious accident can change a person's life in an instant. For one mother, the physical, emotional, and financial consequences of a life-changing injury placed enormous pressure on her and her family.

Following the accident, Evie* underwent multiple surgeries and experienced ongoing pain, reduced mobility, and significant psychological distress. Previously independent and actively employed, she was no longer able to work as she had before. Her husband also had to step away from his job to care for her and their young children.

With both parents unable to maintain their usual employment and income, the family experienced significant financial stress. The loss of income, combined with ongoing medical needs and the demands of raising young children, created an extremely difficult situation. The client was also struggling with anxiety, depression, and trauma-related symptoms as she adjusted to the significant changes in her life. During this particularly vulnerable period, Evie became involved in a criminal law matter. Her offending occurred against a background of considerable physical pain, psychological distress and difficulty coping with her circumstances.

Recognising the complexity of her situation, Tasc's solicitor provided legal advice, taking the time to understand the circumstances that had contributed to her offending. A decision was made to offer to represent Evie in proceedings. Our solicitor worked closely with Evie to prepare comprehensive submissions to the Court, supported by medical evidence, psychological reports, character references and evidence of her rehabilitation. These submissions highlighted the significant impact of her injuries, her mental health challenges, her family responsibilities, and the financial hardship the family was experiencing.

Importantly, Evie had taken responsibility for her actions and demonstrated a genuine commitment to addressing the underlying issues through counselling, psychological treatment, and other support services.



Legal Case Study Continued

The Outcome

The Court acknowledged Evie's personal circumstances, her genuine remorse, and the significant steps she had taken towards rehabilitation. Although the offences were serious, the Court recognised the importance of supporting her continued recovery and the serious impact a custodial sentence would have on her and her family.

Evie received a community-based probation order, with no conviction recorded.

This was a significant outcome, helping Evie to protect future employment opportunities and her family's financial security while allowing her to continue accessing the support she needed.



For a family already experiencing considerable hardship, the outcome provided an opportunity to move forward without the additional long-term consequences of a recorded conviction.

The Difference our Service Made

Evie's case highlights the importance of accessible, compassionate, and holistic legal assistance for people experiencing multiple forms of disadvantage.

Without access to free legal representation, Evie would have faced the additional burden of legal costs at a time when her family was already under significant financial pressure.

By looking beyond the charges and ensuring the Court understood the circumstances of her life and the context of her offending, Tasc's solicitor was able to advocate for an outcome that balanced accountability with rehabilitation, while recognising Evie's vulnerability and the needs of her family.

Miranda Woodland

Lead Tenancy Advocate

Melisa Cross



Tenancy Advocacy QSTARS Program

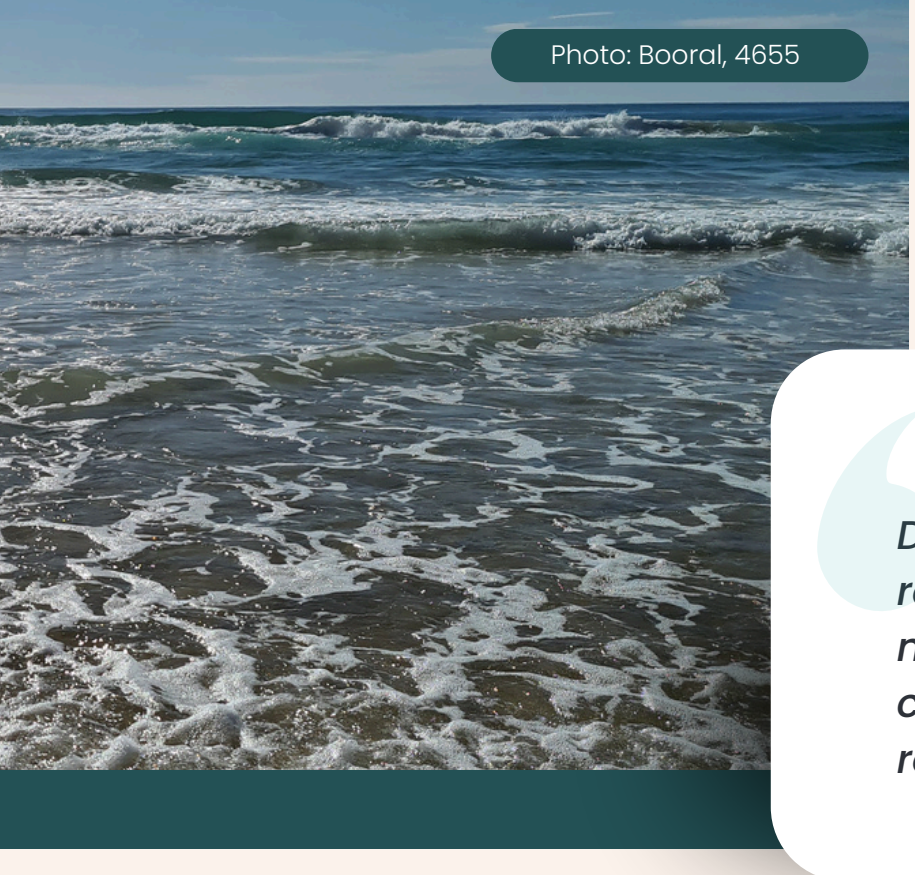
Program Overview

The Queensland Statewide Tenant Advice and Referral Service (QSTARS) delivered in partnership with Tenants Queensland, advocates for people experiencing tenancy issues across the state.

While rental affordability and housing availability are significant, many tenants also continue to experience power imbalances in their dealings with lessors and agents, impacting their ability to exercise their rights and maintain housing security.

Last year, QSTARS advocates provided information, advice, and advocacy across a broad range of tenancy matters. These included rent increases, repairs and maintenance, bond disputes, notices to leave, social housing matters, and Queensland Civil and Administrative Tribunal (QCAT) proceedings.

Demand for the service remains high as tenants navigate an increasingly complex and challenging rental environment.


Photo: Booral, 4655

Demand for the service remains high as tenants navigate an increasingly complex and challenging rental environment.

Ongoing Challenges

Repairs and Maintenance

Despite the introduction of Minimum Housing Standards (MHS), our tenancy advocates continue to assist tenants residing in premises that do not meet the required standards. Many tenants are reluctant to request repairs or maintenance due to concerns that raising issues may negatively affect their tenancy or future housing opportunities.

Rental Affordability

Rent increases flowing on from successive interest rate rises placed significant financial strain on many households, with some tenants experiencing increases of up to $150 per week. An emerging consequence of the increases is the requirement for tenants to increase their rental bond to reflect four weeks' rent at the new rental amount. While tenancy legislation does not require a bond to be charged, many agents require them as part of agency practice and landlord insurance requirements. As a result, some tenants are being asked to pay several hundred dollars in additional bond funds at the same time, they are managing increased rental costs.

Power Imbalances

Despite recent legislative reforms, significant power imbalances continue to exist between tenants and lessors or agents. In a highly competitive rental market, many tenants feel they have little capacity to negotiate tenancy terms, dispute rent increases, request repairs, or challenge decisions affecting their housing security. The ongoing shortage of available housing often leaves tenants concerned that asserting their rights may place their tenancy at risk, resulting in many accepting circumstances they would otherwise seek to address.

Emerging Trends (2025/2026)

Housing Availability



The ongoing housing crisis has seen increasing numbers of tenants facing:

- Homelessness;
- Entering share or rooming accommodation.

Share and rooming accommodation are seen as more affordable housing options. Tasc tenancy advocates have observed room rents commonly ranging from $300 to $350 per week, placing significant pressure on individuals already experiencing financial hardship.

While rooming accommodation plays an important role in addressing housing needs, legislative protections available under rooming accommodation agreements are more limited than those available under general tenancy agreements. The increasing demand for co-tenancies and rooming accommodation has also resulted in a higher volume of tenants seeking assistance to resolve disputes relating to:

- Occupancy rights.
- Household arrangements.
- Bond issues.
- Tenancy obligations.

Increase in Social Housing "First and Final" Notices



We have observed an increase in tenants seeking assistance after receiving “First and Final" notices under the Department of Housing's Anti-Social Behaviour Policy.

Many people affected have limited understanding of the reasons for the notice, particularly those who have maintained long-term tenancies.

These matters are frequently progressing to QCAT for termination proceedings, contributing to increased housing insecurity and displacement.

Tenancy Advocacy QSTARS Case Study

Tasc assisted a tenant who was facing the loss of their home following a dispute regarding a rent increase and renewal of their fixed-term tenancy agreement.

Noel* was offered a new fixed-term agreement at an increased rental amount. Concerned about affordability, he initially attempted to negotiate the proposed increase with the managing agent. When negotiations were unsuccessful, Noel secured a rental subsidy through RentConnect and returned the signed tenancy agreement within the required timeframe.

Despite receiving the signed agreement, the agent later advised that the document had not been executed by the agency and was therefore not binding. The agent subsequently withdrew the agreement and issued Noel a Notice to Leave under the existing tenancy.

The agent argued that Noel's earlier attempt to negotiate the rent increase amounted to a counter-offer, which enabled the original offer to be withdrawn.

Faced with uncertainty regarding his housing security, Noel came to us.

How We Helped

Tasc provided advice, advocacy, and support throughout the dispute, assisting Noel to understand his rights, prepare QCAT documentation, and navigate proceedings before the Tribunal.

At the hearing, the Tribunal determined that the tenancy agreement had been validly offered and accepted. The Tribunal also found that Noel's attempt to negotiate the proposed rent increase did not constitute a counter-offer, but rather reflected his right to negotiate the terms of the agreement.

QCAT ruled that a binding tenancy agreement was in place for a further 12-month term and directed the agent to provide Noel with a fully executed copy of the agreement.

This outcome provided Noel with certainty and housing security while reinforcing the right of tenants to negotiate rental terms without jeopardising their tenancy.

Why Advocacy Matters

Facing the stress and expense of trying to secure another rental in a competitive market, without our help Noel may have accepted an unaffordable rent increase to avoid having to move home, which would have had a significant impact on his ability to meet other commitments including bills and basic necessities.

This matter demonstrates the important role of our tenancy advocates in supporting people to learn about their rights and options, navigate complex disputes and achieve fair outcomes through the Tribunal process.

Social Work Practice Manager



Frie Robinson

Seniors Legal and Support Service (SLASS) and Seniors Financial Protection Service (SFPS)

Elder abuse continues to be a significant issue affecting older Australians. National research indicates that 1 in 6 older people experience abuse, impacting an estimated 598,000 older Australians, yet only around one-third of those affected seek help.

The Queensland Parliamentary Inquiry into Elder Abuse tabled their report in December 2025 echoing the national statistics. Importantly, these figures are not measured as lifetime prevalence, but as the proportion of older persons at risk of or experiencing Elder Abuse in the past year.

At Tasc, our Seniors Program supports older people who are at risk of or experiencing abuse to understand their options and access the help they need. We recognise that seeking legal advice can be confronting, particularly when abuse involves a family member or someone in a position of trust, and we aim to preserve relationships where this has been identified as a priority.

Through our integrated service model, solicitors and social workers work together to provide practical, coordinated support. Solicitors assist with legal issues such as financial abuse, property disputes, coercive control, abuse of EPOAs, and other legal



Photo: Ipswich, 4305

598,000

People are estimated to be at risk of or experiencing elder abuse in the past year.

matters, while social workers provide emotional support, advocacy, practical assistance, and connections to community services. This collaborative approach ensures holistic support that addresses the legal, emotional, social, and practical impacts of elder abuse.

Growing Demand for Services

Demand for Seniors' services increased throughout the year. This might reflect increased awareness of elder abuse and certainly points to a rapidly growing need for this kind of support in our communities. The increasing complexity of the matters presenting to us also suggests this trend is likely to continue. Compared with the previous year, we saw increases across most problem types:

Financial Abuse	33.73% ➡ 42.12%
Psychological Abuse	24.59% ➡ 36.17%
Neglect	4.42% ➡ 8.51%
Property-Related Abuse	12.70% ➡ 22.55%
Physical Abuse and Family Violence	2.65% ➡ 14.47%
Social Abuse	7.70% (FY25-26)

These figures point to an alarming and expanding need for specialist services that respond to the complex nature of elder abuse, particularly where abuse occurs within family relationships or involves financial exploitation.

Working Together for Better Outcomes

Many people we help in this space do not seek out legal assistance straight away.
Wanting to avoid harm or damage to relationships by taking a purely legalistic approach and the prospect of appearing heavy-handed by 'lawyering-up', they often often appreciate the way our social workers help them to understand what has gone wrong, identify issues, and explore avenues for support or restitution, building a trusting relationship often before they consider legal intervention.

Providing coordinated legal and social work support remains one of the strengths of the program. This model has demonstrated itself to be successful at securing outcomes that align with the needs and priorities of older people. We respond to the wide-ranging impacts of abuse, and support people through what are often challenging and emotional circumstances, including the rebuilding of strained relationships.

Who We Supported

50%
aged 75 years and over

Almost 5%
aged 90 years and over

46%
Identified as having a disability

Those who identified as having a disability up from 37% in the previous year.

These figures highlight the importance of accessible, specialist services for older people for whom social isolation, declining health, mobility and transport issues, digital literacy, a need to protect against family disharmony and other barriers may impede them from seeking help.

With the Baby Boomer generation embedded in this demographic, assets held by older Australians are often tied up in property, especially in rural and regional areas.

Multi-generational living has surged in recent years due to factors like cost-of-living pressures and the compounding effects of social and environmental impacts over the last decade, including Covid, flooding events, and other natural disasters. While multi-generational living can provide great social and economic benefits to many families, it can also create friction, frustration, and resentment, and this can open the door to coercive control, neglect, financial, and other kinds of abuse.

Other demographic trends in recent decades such as smaller families with fewer children to inherit assets and an ageing population with better healthcare could see this concentration of wealth vulnerable to opportunistic manipulation.

Despite many awareness campaigns, inquiries, research and media reports, elder abuse remains a largely hidden and poorly understood issue in our communities.

Expanding Our Reach

This year, Tasc has focused significant resources on the development of this essential program and will start the new year with an expanded catchment area. The area seamlessly stretches from Ipswich to the Maranoa region, plus a further 100km radius around Toowoomba. Agreements are in place with major healthcare providers to establish referral systems that reduce many of the barriers faced by older people in accessing services including mobility, digital literacy, and declining physical and cognitive health.



Seniors Legal and Support Service Case Study

Finding Stability Through Legal and Social Work Support

Mary* is an older woman who became involved with Tasc after experiencing elder abuse, family violence, financial stress, and housing insecurity, all of which was connected to conflict with her adult child. She was distressed by the prospect of legal proceedings, the forced sale of her home, separation from her pets, and uncertainty about future accommodation. Mary was often overwhelmed when she spoke to us and struggled to manage her physical and mental health.

Intervention

A Tasc social worker provided Mary consistent, trauma-informed support through regular phone contact, emotional containment and practical advocacy. Mary was referred to mental health support services for additional assistance and encouraged to engage in self-care activities and maintain social connections.

The objective was to prevent Mary from becoming isolated which can have a negative overall impact on health and other outcomes.

Tasc's social worker was present to support Mary when she attended multiple legal appointments (including mediation) with numerous legal professionals, liaised with the lawyers involved, and assisted Mary to understand her options during the proceedings and make plans post proceedings.

We also supported Mary to navigate housing assistance services and complete and submit a social housing application.

We helped her engage with contact support services, explore emergency and longer-term accommodation options, and provided advocacy around practical issues such as furniture removal.

Outcome

With the appropriate legal and social work support, Mary attended mediation and a favourable outcome was achieved, helping Mary to avoid court. She was granted additional time to vacate her property and gained early access to some of the proceeds of her house sale which increased the housing options available to her. Mary also achieved a settlement that was twice the amount of the original offer to settle.

Mary's major fears about having to go to court and about future housing insecurity were resolved, and she felt supported throughout the process.



Photo: Outback QLD near Tara, 4421

In Their Words

She was so kind and supportive from the time we met... she is there every step of the way to answer my questions and concerns.

Feedback and Client Survey

Communications and Community Engagement Manager



Sybilla Wilson

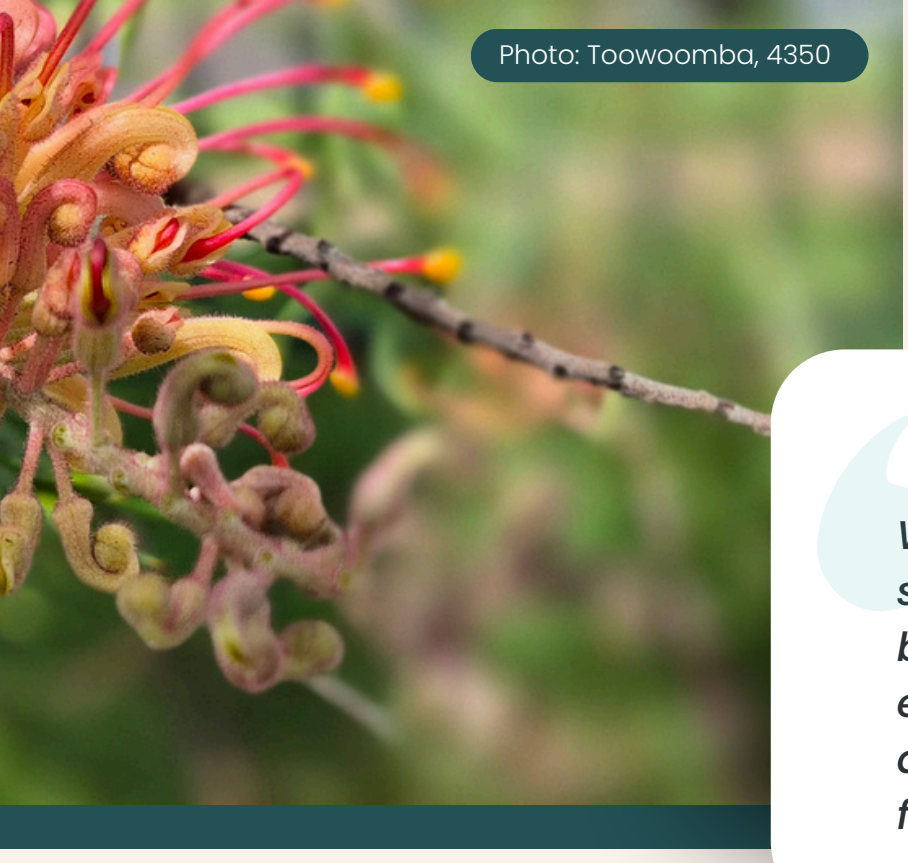
It has been a successful year for Tasc's newly created Communications and Community Engagement Team. Our focus has been on building the relationships and foundations that support effective communication, intentional engagement and a consistent organisational voice both internally and externally.

The Year in Review

The team, established part way through the year, has worked closely with program managers and front-facing teams to develop new and meaningful content across our platforms. This has included new and updated information flyers, merchandise, digital resources, handbooks, newsletter updates, advertisements, conference and expo materials. The fresh look and updated information are engaging and clear, creating a better awareness of our services, and increasing community and stakeholder confidence in what we offer.

This year also saw considerable investment in promoting Tasc's digital presence. Through the continued development of our social media channels, website redesign and digital storytelling, we have increased opportunities to connect with potential clients, partners, funders and community members.

While still in the early stages of our digital growth journey, we have established a strong Tasc voice and baseline from which to expand our reach and deepen engagement in future years.


Photo: Toowoomba, 4350

We have established a strong Tasc voice and baseline from which to expand our reach and deepen engagement in future years.

Quick Glance: Digital Reach

Facebook

+36%

growth in daily views

LinkedIn

9.7%

engagement rate

Website

46.1%

organic search

More people found and engaged with Tasc digitally. Daily Facebook views increased by 36%, while LinkedIn content generated strong engagement. Almost half of our website traffic came via organic (not paid) online searches, helping people discover information about our services.









Community Engagement



19 Events

Community engagement has been another key focus. The team has supported 19 events including expos and education sessions, and planned and delivered four staff days. A highlight this financial year was bringing astronaut, Katherine Bennell Pegg to Charleville.

Internal Communications

The team has increased opportunities for internal collaboration, helping to connect teams, build a positive workplace culture, share information and celebrate achievements across the organisation through the new Internal Communications Strategy.

The key outputs delivered this year:

- The Loop (fortnightly internal staff newsletter)
- SharePoint stories
- Internal Communications Guidelines
- Updated our monthly all-staff meeting Tasc Talk Tuesday to focus on strategy and projects
- Refreshed email signatures

Our objective has been to encourage staff to communicate more effectively, promote organisational initiatives and contribute to a stronger understanding of Tasc's collective purpose and impact by operationalising foundational communications elements of the STEP28 Strategic Plan.

Importantly, this year has laid the groundwork for future strategic initiatives. Planning has commenced for a stakeholder engagement strategy that will guide how Tasc builds and nurtures relationships with key stakeholders into the future. This work will be complemented by the development of a partnership strategy designed to create mutually beneficial relationships that align with organisational objectives and community outcomes.

Key Deliverables Achieved

During this foundational year, the Communications and Community Engagement team successfully delivered a broad range of strategic and operational priorities, significantly enhancing Tasc's communications capability, consistency and ability to support staff, clients and stakeholders.

Foundation Building

- Development and implementation of the CCE Strategy.
- Establishment of communications metrics, reporting frameworks and baseline data.
- Development of Tasc's Internal Communication Style Guide and internal communications framework to support consistent and effective staff communication.
- Establishment of governance, approvals and communication processes to support consistency, quality and risk management.

Digital and Community Reach

- Completion of website review, redevelopment and content refresh to improve accessibility, user experience and service information.
- Strengthening of digital presence through consistent Facebook, LinkedIn and website management.
- Increased targeted geographic and service promotion informed by referral data, executive guidance, and community need.
- Expansion of media and community awareness initiatives to strengthen Tasc's reputation and visibility.

Brand and Content

- Comprehensive review and refresh of all communications materials.
- 177 new promotional and informational packs sent to all referrers.
- Development of a visual content library to support authentic storytelling and reduce reliance on stock imagery.
- Commenced review and redesign of physical branding, signage and informational materials across service locations.

Organisation-Wide Support

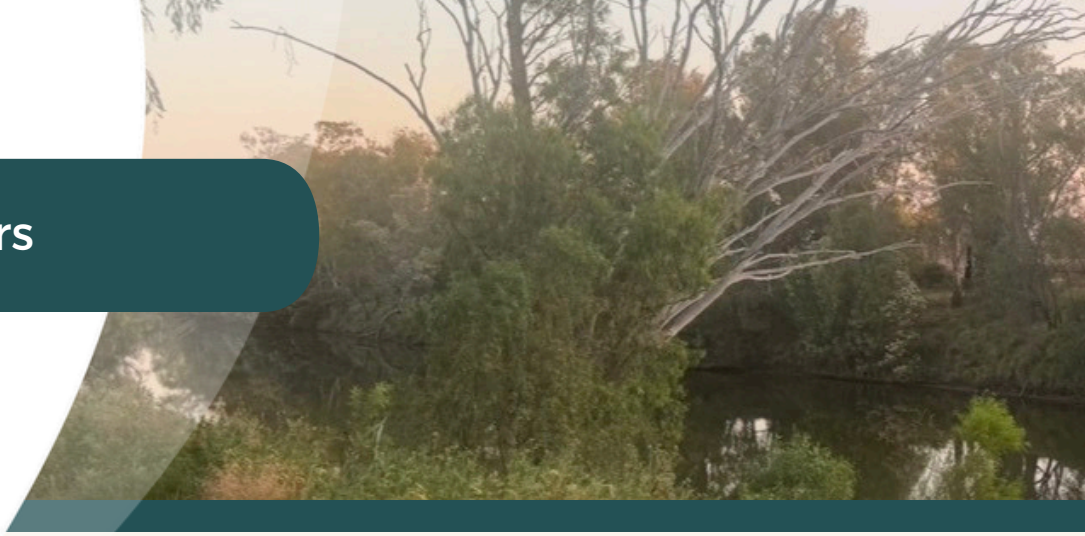
- Centralised management of event, outreach and expo resources to better support regional staff and service promotion.
- Contribution to key organisational projects including strategic planning, client experience, stakeholder mapping, and values implementation.
- Grant writing and application support.

Looking Ahead

As we move into the next financial year, the team will build upon these foundations through the development of a whole-of-organisation Stakeholder Engagement Strategy, implementation of a Sponsorship Strategy, continued growth of our digital platforms, expanded community engagement opportunities and ongoing support for strategic organisational priorities.

Sybilla Wilson

Board of Directors





Lesley Beames

Lesley joined the Tasc Board as a Director in 2007 and was elected Chairperson in2019.After many years of experience managing teams in higher education, health, and corrections, Lesley is now retired from paid employment. In addition to contributing to the vital work of Tasc, she is writing history and studying philosophy and theology.



Craig Armstrong

Craig is the Senior Manager Group Learning at Bank South Pacific. With over 30years' 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

Ann Marie joined the Tasc Board in 2023. Ann Marie is currently the CFO and General Manager Corporate Services 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.



Photo: Goondiwindi, 4390

We are grateful for the Tasc Board's guidance, governance, and encouragement.

- Megan Inglis (CEO)



Dr Rhett Martin

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 a PhD in Sustainability Regulation. Rhett is an Associate Professor 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 papers on ecologically sustainable forest management, regulation of ecologically sustainable development and environmental protection regulation. 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.



Jan Ezidkhalo

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 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.



Jessica Goldie

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.

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.



Dr Sharon Boyce

Dr Sharon Boyce has expert knowledge, skills and lived experience of disability. As well as a disability advocate and published author, Sharon is a consultant across Australia in communication, education and inclusion.

Diagnosed with juvenile chronic arthritis as a child, she has used an electric wheelchair since a young adult.

With a passion for early intervention for children and families with disability, Sharon has a strong solutions focus on health, education, employment, housing and prevention of domestic violence.

Sharon is committed to creating a world where real lived inclusion is possible. She believes by real hands-on education and experience and by telling her story and the stories of others, that barriers can be broken down and real understanding achieved.

Sharon was awarded a Doctor of Letters from the University of Southern Queensland for research in dyslexia and educational inclusion in 2020.

She is currently completing her Doctor of Philosophy (Inclusion) at the University of Southern Queensland. Sharon holds a Master of Education (Honours) and a Graduate Diploma of Further Education and Training and a Bachelor of Arts from the University of Southern Queensland.

In 2001, Sharon founded the Disability Training Institute, an educational practice that provides resources and programs that promote disability and diversity for early childhood teachers and university students.

In addition to holding the position of Chair of the Queensland Disability Advisory Council for the past ten years, Sharon is on many boards. She is the Current Co Chair of Australia's Disability Strategy Evaluation Steering Committee and she is a current member of the Evidence Advisory Committee – Assistive Technology - Australian Government Department of Health, Disability and Ageing

Sharon has published two books, 'Discovering Dyslexia – Experiencing Mysteries and Exploring Solutions' and 'Discovery at Paradise Island' and videos 'Voice of Boyce'.

For more information visit: https://discoveringdisability.com.au/wp/

Risk and Governance

Tasc maintained a strong focus on governance, quality assurance and continuous improvement throughout the year.

Accreditation

Tasc was recertified until August 2028 for the for the National Disability Advocacy Program and continued certification until August 2027 for the IASP, RIA and SLASS programs.

Independent accreditation audits were undertaken against the **National Standards for Disability Services (NSDS)** across Tasc's National and State-funded advocacy programs and social work services. Both audits confirmed compliance with the applicable Standards, with **no major or minor non-conformances identified.**

The audits recognised improvements to Tasc's organisational structures, information systems, risk management, staff-management processes and service-delivery review. These findings continue to inform Tasc's approach to strengthening quality, accountability and client-centred service delivery

Governance Framework

The updated Risk Management Guide was released during the year which resulted in the updating of some key governance policies including:

- Risk Management Framework
- Risk Management Procedure
- Privacy Policy
- Data Breach Response Plan (formerly Data Breach Procedure)

Additionally, there were new policies introduced including:

- Data Security Policy
- Data Breach Policy
- Data Breach Checklist

Updating policies and processes across the organisation remains a key focus and the Compliance team has been expanded to ensure that we continue to improve as an organisation.

Strategic Planning

The Strategic Plan for 2025-2028 (STEP 28) was finalised and implemented during the year. The 2025-2026 year was seen as a foundational year and very ambitious targets were set. The team successfully achieved most of those targets with some 2026-27 targets also reached earlier than anticipated. The strategy continues to be at the centre of decision making and providing guidance on the direction Tasc will follow over the next couple of years.

Treasurer's Report

For the year ended 30 June 2026

I am pleased to present the Treasurer's Report for Tasc National for the financial year ended 30 June 2026. As we reflect on the year, our focus remains on responsible financial stewardship and the long-term sustainability of the essential services on which our communities rely.

Tasc recorded total income, including interest, of approximately $8.90 million and expenditure of approximately $7.47 million, resulting in a reported surplus of $1.42 million which provides an important foundation for future planning.

The ongoing support of our funding partners remains vital. Tasc's programs depend on Federal and State Government grants, and I acknowledge the important contribution this support makes to our work. Maintaining these relationships, alongside prudent management of resources, will remain central to our financial sustainability.

Strong financial governance, accountability and transparency remain essential to this stewardship. As we look ahead, our priorities must be to balance service delivery needs with available funding, support our workforce and maintain a disciplined approach to financial planning. Financial sustainability is not an end in itself; it enables us to continue supporting the people and communities who need our services.

I extend my thanks to the Board, the Audit and Risk Committee, management and staff for their commitment to Tasc's mission, and to our funding partners for their continued support. Together, we can build on this financial foundation while remaining focused on the needs of our communities.

Ann Marie Johnston

Treasurer, Tasc National Ltd

Photo: Upper Flagstone Creek, 4344

Financial Report

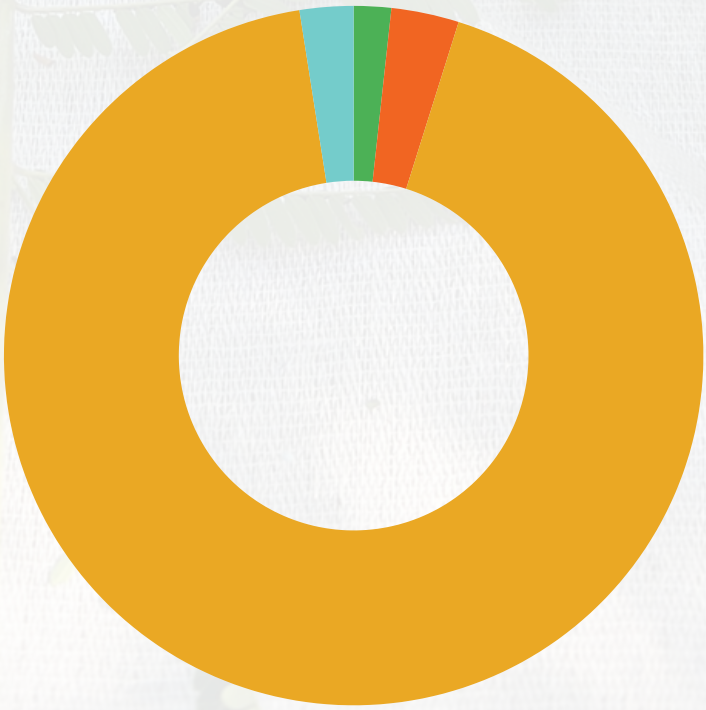


Income 2025 - 2026

- Donations - 0%
- Government Grants - 97.4%
- Other Income - 2.6%

Expenses 2025 - 2026

- Marketing Expenses - 1.6%
- Occupancy Expenses - 2.9%
- Client Support Services - 85.9%
- Depreciation - 2.3%



INCOME STATEMENT		
For the year ended 30 June 2026		
INCOME STATEMENT	**2026**	**2025**
Grants	8,666,108	7,215,577
Donations	1,099	624
Non-Recurring Grants	-	109,000
Other Income	228,234	236,661
Revenue	**8,895,441**	**7,561,862**
EXPENSES		
Marketing expenses	117,587	13,244
Occupancy expenses	217,162	183,832
Client Support Services	6,416,582	6,068,257
Depreciation	168,996	170,356
Other expenses	520,851	582,530
Borrowing costs expense	30,245	15,315
Expenses	**7,471,422**	**7,033,533**
Surplus	**1,424,019**	**528,329**

BALANCE SHEET		
As at 30 June 2026		
ASSETS	**2026**	**2025**
Current assets	3,108,661	3,018,049
Non-current assets	2,739,659	290,893
Total assets	**5,848,320**	**3,308,942**
LIABILITIES	**2026**	**2025**
Current liabilities	1,216,200	1,475,729
Non-current liabilities	58,633	143,593
Total liabilities	**1,274,833**	**1,619,322**
Total Assets	**4,573,487**	1,689,619
EQUITY	**2026**	**2025**
Retained surplus	4,573,487	1,689,619
Total equity	**4,573,487**	**1,689,619**

Our Funders

Our work is made possible with the support of the following funding bodies:

Queensland Government

Department of Justice

Department of Families, Seniors, Disability Services and Child Safety

Department of Health

Australian Government

Attorney-General's Department

Department of Social Services

Tenants Queensland

Memberships and 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.

Queensland Council of Social Services (QCOSS)

Disability Advocacy Network Aust (DANA)

National Association of Community Legal Centres (NACLC)

Australian Institute of Company Directors

Community Legal Centres QLD

Queensland Law Society

National Ethnic Disability Alliance

Australian Association of Social Workers (Individual)

Downs and South Western Law Association Inc

Elder Abuse Action Australia

Queensland Independent Disability Advocacy Network

Queensland Alliance for Mental Health



Photo: Moogerah Dam, 4309

Thankyou

Thank you to Tasc Community Legal Centre staff and volunteers for photos from our regions used in the Tasc 2025 - 2026 annual report.

(07) 4616 9700 | enquiries@tascnational.org.au | www.tascnational.org.au

tasc Community Legal Centre

ANNUAL REPORT

2025 - 2026

