

# 2018

ANNUAL REPORT

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*Relationships Australia*<sup>®</sup>  
QUEENSLAND



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# CHAIR'S FOREWORD

As Chair of the Board of Relationships Australia Queensland (RAQ), I acknowledge the traditional owners of the lands where we operate, pay respect to their Elders – past, present and emerging – and acknowledge the important role Aboriginal and Torres Strait Islander people have within the community.

Beginning by acknowledging traditional owners means putting First People first. In that spirit, I am glad to acknowledge the work of RAQ's Aboriginal and Torres Strait Islander staff and managers, who along with community Elders and representatives from government and not-for-profit agencies, contributed to the development and launch of RAQ's Reconciliation Action Plan.

## Highlights

One of the highlights of my year was attending the Aboriginal and Torres Strait Islander Forums that brought staff together to create opportunities for collaboration, sharing stories and finding ways to improve our client interactions.

Their work is supported by Relationships Australia's National Office, which in turn supports our efforts to influence and advocate for improved and expanded family counselling and post separation services, domestic violence, elder abuse and gambling help services.

Over the years, RAQ has developed a broad range of other initiatives to support our staff and services to the community. They include:

- An Engagement and Alignment Survey inviting feedback from all staff, along with action plans designed to improve people's work experience within RAQ.
- A community development project was initiated to conduct research into place-based services and develop a community development framework.
- Work Plans were developed and are being implemented to support the five strategic objectives embedded in RAQ's new strategic plan. The work plans will continue to focus on "Building Healthy Relationships for Stronger Communities" with an emphasis on being innovative, inclusive, client centred and having a future focused, agile organisation.

## Expanding Capacity

Recently, the Board has welcomed two new members, Ian Sampson and Kim Halford, who bring knowledge and expertise in leadership and organisational governance, as well as best practices in decision-making and clinical governance.

Two new executives, Cassandra Ashton and Patrick Walsh, have also joined the organisation, increasing our capacity in corporate affairs, governance and innovation.

Ian Law, our CEO, has been tireless in working with all our executives and managers to engage with staff across the venues, with a key focus on improving working relationships and creating a collaborative, supportive culture for our staff that adds value to our clients.

This year will see completion of a full review of the Board, emphasising how our deliberations affect our working relationships and governance, as we respond to our changing external environment and develop our services to be even more culturally-informed and evidence-based.

We have come a long way in the past twelve months, and I am greatly encouraged and thankful for the commitment shown by our staff. Our people continue to create opportunities to build healthy relationships with our clients as well as colleagues, while forming partnerships with other agencies and likeminded individuals.

In all of our many relationships within and beyond RAQ, I see people keen to build a positive and healthy future. You all make our organisation and our community better.



*Helen Poropat  
Chair,  
Relationships Australia Queensland Board*

# CEO'S YEAR IN REVIEW

This year has seen a high level of dedication and commitment from our Board, Senior Management team, Head Office Support Services, and most of all our staff, who work hard to change the lives of our clients.

Across Queensland our staff deliver exceptional services, helping to improve the lives and wellbeing of those who come to us for help. I am proud to work with a team of such passionate people, committed to delivering real and long-term outcomes for our clients and communities.

## **Achieving change**

An organisation such as ours, with such an important, sensitive and demanding role to play in the community, needs to be agile to succeed in a changing funding and regulatory environment while demonstrating commitment to quality practices and continuous improvement. A great deal of work is being put into achieving this, with considerable success.

In the past year we have:

- Worked towards, and achieved accreditation against both the Human Services Quality Framework 2012 and ISO 9001:2015.
- Implemented a number of transformation projects over the last three years. They have moved the organisation from focusing on risk to delivering our strategy.
- Appointed new board members, and restructured our senior management team. They will ensure that we have a leadership that is best placed to drive and guide the organisation based on strategy.
- Re-committed to ensuring that our staff know that they are valued and that they feel safe and supported in the workplace, and that we continue to invest in them.

I'd like to acknowledge the ongoing support of our funding partners: the Australian Government's Department of Social Services and Attorney General's Department; and the Queensland State Government. In particular, we recognise the funding received from the Queensland Government for the Elder Abuse Prevention and Support Service, which is being rolled out in a number of our venues.

With a staff committed to the best possible outcomes for our clients, a new management team with a firm focus on the future, and a strong board guiding us the year ahead will see us go from strength to strength in delivering our vision of building healthy relationships for stronger communities.



*Dr. Ian Law*  
CEO,  
*Relationships Australia Queensland*

# THE BOARD



## **Helen Poropat - Chair**

Helen has more than 20 years' experience as a dispute resolution specialist and is currently an independent consultant in the areas of workplace conflicts, staff and consumer engagement practices, coaching and organisational reviews. Helen has previously worked with Ergon Energy for 11 years, providing strategic advice on improvements to services, consumer advocacy and representing the corporation in mediation, conciliation, arbitration and court processes. She is the current Chair of the National Education and Employment Foundation.



## **Sally-Ann Lauder - Deputy Chair**

Sally-Ann has worked as a senior executive, co-founded a tech start-up that built an online assessment platform, and is a Consultant Psychologist specialising in business strategy, organisational development, innovation and change. She currently works with chief executives and their teams to review, design and transform their organisations to meet today's challenges. Sal is a regular presenter on employability, innovation, change and resilience.



## **Analise O'Donovan**

Professor Analise O'Donovan began her career in a number of clinical roles in the not-for-profit, health and correctional fields, progressing into leadership roles in 1994. In addition to being a member of multiple committees and advisory groups, Analise is the Head of School at Griffith University's School of Applied Psychology, and holds a Doctorate in Philosophy, a Master of Clinical Psychology and a Bachelor of Arts.



## **Angela Moody**

Angela is an experienced board director and committee member with extensive senior executive experience across a broad range of sectors, including multicultural affairs, utilities (electricity, natural gas and water), industry associations and renewable energy. Angela is the Regulatory and Planning Manager with the Gladstone Area Water Board and a Board Member with Our Lady of Mount Carmel Primary School.



## **Bruce Moffat**

Bruce is an experienced chief financial officer, organisational consultant and Certified Practising Accountant, with an extensive history in both the not-for-profit and private sectors. He is a mentor with Mentoring for Growth, as part of Advancing Small Business Queensland, and an Official Visitor with Queensland Corrective Services. Bruce volunteers with small not-for-profits and is a Board Member with St David's Neighbourhood Centre.



## **Kerrie Mahon**

Kerrie is an accomplished senior executive with more than 20 years' experience leading and managing health and human services. Her experience includes chief executive roles and executive positions leading strategy, operations and corporate risk, quality and performance. Kerrie's experience includes effective management of complex programs and partnerships between public, private and not-for-profit service providers, and Commonwealth-State initiatives, resulting in improved and sustainable services. Kerrie specialises in leading significant change, risk, reliability and governance.



## **Kim Halford**

Professor Kim Halford is a highly qualified academic, and current Professor of Clinical Psychology at the University of Queensland. He also maintains a part-time clinical practice, specialising in work with adults and couples. Kim mainly teaches in areas of clinical psychology including couple therapy, interviewing, and evidence based psychotherapy, and is committed to the contribution of psychology as a discipline and a profession on Australian society. He has produced a large number of publications, some of which were created in conjunction with members of RAQ's research team.



## **Ian Sampson**

Ian Sampson is an experienced non-executive director and advisor with expertise in governance, strategy development, risk, audit management, financial management, board evaluation, remuneration and development. He has run his own successful strategic advisory consultancy since 2004, and prior to that enjoyed a wide-ranging career in human resources and development at a range of companies including BHP, CSR, Lonmin and Thiess, both in Australia and overseas.

# STRATEGIC DIRECTIONS

In 2017, RAQ launched our Strategic Directions 2017-2022, which sets out our roadmap for making a real difference for communities where we work over a five-year period.

This year we further developed that plan and started to implement the tangible actions we identified to meet the objectives outlined in the plan.

That document identifies five key strategic themes that align to our vision of building healthy relationships for stronger communities. The five themes are:

1. Enhance quality relationships and reduce harm in relationships.
2. Inclusive services across the lifespan.
3. Measuring outcomes.
4. Agile organisation achieved through quality management practices.
5. Maintain a future focus.

To achieve the objectives that those themes represent, the organisation underwent a substantial restructure, resulting in the creation of a new Strategy and Innovation team that is focussing on the further development and implementation of the strategy.

The team will drive our plan, with particular attention paid to reconciliation, client outcomes, and new models of service delivery, such as place based approaches. These will contribute to our aspiration to be more innovative in identifying and solving problems, and providing the best possible services that meet the needs of our clients.

## Reconciliation

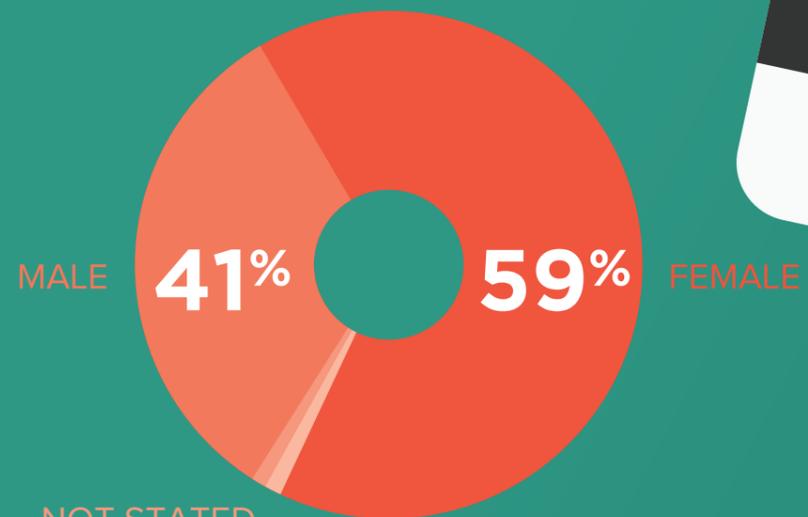
A highlight of our achievements this year was the development of the RAQ Innovate Reconciliation Action Plan, which at the end of the financial year was awaiting final endorsement by Reconciliation Australia. The Innovate Reconciliation Action Plan 2018 - 2020 supports RAQ's commitment to work with - and build stronger, more mutually respectful relationships with - First Australians. It builds on progress made since our first Respect Reconciliation Action Plan was implemented in 2011.

## Inclusion

Our goal of improving equity and access to our services is well underway. This year we commenced an access and inclusion review of our venues, systems, and processes to identify gaps and areas for improvement.



# TOTAL CLIENTS 77,237

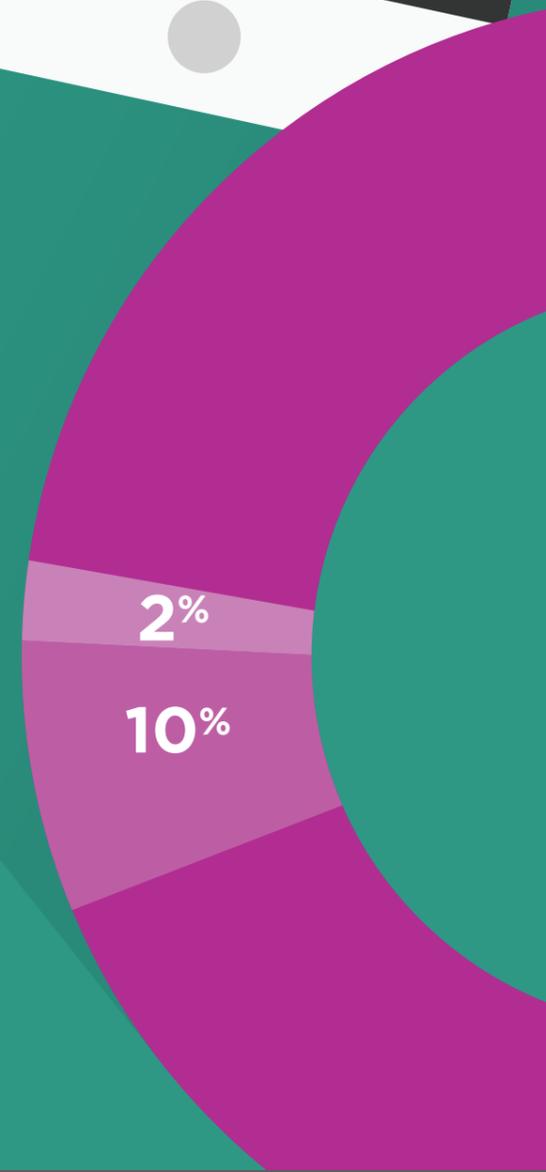


NOT STATED  
64 (0.13%)

INTERSEX 8 (0.02%)

ABORIGINAL AND  
TORRES STRAIT ISLANDER PEOPLE

CULTURALLY AND LINGUISTICALLY  
DIVERSE PEOPLE



This included an “inclusive spaces” review of our venues across Queensland, to assess how welcoming and accessible our reception areas and counselling spaces are to people from the targeted diverse populations. Additionally, the development of entry-level cultural awareness and unconscious bias training was developed to provide foundational training to all staff, with implementation of the training planned for the 2018/19 financial year. The training will be mandatory for staff, and will be a core part of the suite of ongoing training for all new staff within the organisation. Further advanced training will be developed in future years.

#### Client Outcomes

Towards the end of the financial year, we appointed our Manager of Client Outcomes to commence the development of an outcomes framework for RAQ which will demonstrate the impact of the work achieved by our staff across Queensland.

RAQ has been committed to providing evidence of our achievements over a number of years, through the implementation of a number of client assessment tools and evaluation of our services through our research team. The development of the outcomes framework will help to consolidate and provide an overarching structure that will enable consistent reporting and analysis of the difference we are making to our clients, based on what is important to them. This information will be utilised to continuously improve our service delivery to ensure positive client and community outcomes.

This will ensure that we are achieving what we set out to do, and will put the organisation in a strong position with funders in preparation for changes to outcomes-based or other forms of impact funding.

#### Accreditation

Accreditation is another key performance area within RAQ’s strategy and we achieved accreditation under the Queensland Government Human Services Quality Framework (HSQF) and ISO 9001:2015 Quality Management System.

Achieving that accreditation took a significant amount of work, which started in the previous year. The dedication of our staff to embrace new work practices and processes should be recognised, as it was critical in assisting the organisation to achieve this positive outcome. Work continues to further develop the quality systems within the organisation to build on the outcomes we have already achieved.

#### Business improvement

RAQ’s focus on continuous improvement has enabled a number of enhancements to our systems, processes and structure over the financial year. We recognise that there is much work to do in the coming years to achieve our goals, however, the foundations are firmly established and we are committed to our organisational vision and the people that we support.

*Cassandra Ashton*  
General Manager,  
Strategy and Innovation

# ELDER ABUSE PREVENTION AND SUPPORT SERVICES

In mid-2018, RAQ launched The Elder Abuse Prevention and Support Service (EAPSS).

EAPSS is a client centred service model, delivered in five locations across Queensland: Rockhampton, Gladstone, Mackay, the Sunshine Coast and the Gold Coast.

It aligns closely to RAQ's strategic plan, and with the population ageing, our work in this area will become more important.

The service allows the older person access to a dedicated RAQ Case Manager, either by phone, or in person. The Case Manager will work to develop an individualised case plan and can facilitate access and referral to our Legal Advice and Information Service with our partnered Community Legal Centres.

As part of EAPSS, clients will be able to access relevant, confidential and professional legal advice to assist them in making decisions regarding their situation.

Another key component of the Service is to provide communities with education and information regarding Elder Abuse, the risks, signs and impact on the older person, with the key aim of prevention through empowerment and knowledge of protective actions older people can put in place.

*Jo Setter*  
Project Manager,  
Elder Abuse Prevention and Support Service

**ELDER  
ABUSE**



Elder abuse can be defined as 'a single, or repeated act, or lack of appropriate action, occurring within any relationship where there is an expectation of trust which causes harm or distress to an older person'. It can take various forms such as physical, psychological or emotional, sexual and financial abuse. It can also be the result of intentional or unintentional neglect.



# THE WHEEL OF WELLBEING

Helping Queenslanders become healthier and happier

Queenslanders are a healthy lot - just over half of us (55%) report very good or excellent health. When it comes to mental health it's a different picture, with just one in seven (15%) thinking theirs was good or even excellent.

RAQ is working hard to improve these figures, through a range of innovative strategies funded by the Queensland Mental Health Commission.

One of those strategies is the Wheel of Wellbeing, originally developed by the UK's National Health Service, and now used around the world.

Jan Elston laid a strong foundation in Logan and the Southern Moreton Bay Islands (SMBI) in 2016 and 2017, before moving to a state-wide position earlier this year. Her new role focuses on spreading the Wheel of Wellbeing (WoW) program throughout Queensland, by training and supporting WoW practitioners in a range of sectors. She has also presented at several conferences, including the world's largest conference on happiness and wellbeing, 'Happiness and its Causes'.

Dr. Connie Allen joined RAQ in April 2018, to build on the work that Jan has done in Logan and SMBI. Since this time, she has delivered presentations to community members and

service providers, re-established the Logan WoW practitioner support group, and started a few research projects with Griffith University. Connie has also been helping SMBI community members to shape service sector reform, and drive their own weekly wellness initiatives on Macleay Island. These projects align with her PhD on high level wellness, and participatory leadership skills and values.

Jan, Connie and their partners are doing their best to raise awareness of the importance of wellbeing, to ensure that everyone has what they need to flourish. This includes:

- information and activities on six dimensions of wellbeing (body, mind, spirit, people, place and planet, see [www.wheelofwellbeing.org](http://www.wheelofwellbeing.org)),
- a sense of control, and
- equitable access to money, power and resources.

A Griffith University evaluator said that Jan, Connie and their partners had been conducting 'gold standard' community development, alongside community members. RAQ is exploring ways of embedding this work into existing structures and processes, so that it can be sustained beyond 2020.

*Dr. Connie Allen*  
Coordinator,  
Mental Health and Wellbeing Hub

# BEHIND THE SCENES

## Support staff - IT

IT Support's Niek Lange is someone that almost every RAQ staff member has interacted with at some point in their time with the organisation - not only is he the one who'll answer the phone when staff ring with an IT request, he's also visited nearly every RAQ venue in Queensland (with the exception of Longreach).

Niek has been with RAQ for nearly seven years: "One of the things that attracted me was the culture - it's friendly, collaborative and egalitarian. But I soon realized that there are other benefits to working for RAQ."

"I've come to realise that working for a not-for-profit is often a choice. Here, at RAQ, I know that the work we do directly, and indirectly, affects the lives of our clients, their families and friends, and that is important to me."

"Training RAQ staff in the use of our systems, and supporting their technical needs means that they're equipped to help those in the community who really need the services that RAQ provide."

## Support staff - Virtual Services

Virtual Services' Anita Moreno co-ordinates induction and ongoing training requirements for all Virtual Services staff, and supports the leadership team in improving processes.

It's no small task. About a quarter of RAQ's staff are part of Virtual Services, and the work they do is critical to the successful delivery of services.

"I've been with the organisation a little over the year, and the one thing that never ceases to impress me is the commitment and compassion that our staff demonstrate while supporting clients during what is often a confusing, vulnerable and difficult time for them."

"The work I do gives our newest phone based staff members a solid foundation of skills and knowledge so they are best equipped to help our clients."

"I'm also working to develop learning pathways for existing staff, so that they can continue to build on their skills and help them achieve professional goals."

"RAQ is an incredibly fulfilling place to work, not least because it is such a supportive environment. We are backed up at all times by highly experienced practitioners in Virtual Services, as well as the Learning and Development team who do an amazing job in servicing all of RAQ's learning needs."

"And informally, we all share things we've learned, information and support so freely. The way Virtual Services works means that we have a complete lack of restrictive silos, instead focussing on the team."

# OUR WORKFORCE

**450**  
employees

**80%**  
FEMALE

**20%**  
MALE



**45%** FULL TIME

**52%** PART TIME

**3%** CASUAL

## PRACTITIONERS



**43**  
AVERAGE AGE

**% 80**  
ATTENDANCE AT PROFESSIONAL DEVELOPMENT 2017/2018

**40%**  
TENURE GREATER THAN 5 YEARS



**TERTIARY QUALIFIED 73%**

## TRAINING THEMES INCLUDED:

GRIEF AND BEREAVEMENT SUICIDE PREVENTION

DFV INTERVENTION TRAINING PERSONAL SAFETY TRAINING

RAINBOW FOUNDATION FAMILY THERAPY

RISK MANAGEMENT CONFLICT INTELLIGENCE FOR MANAGERS



# DIVERSE COMMUNITIES

Since rebranding in 1994, RAQ has been on a journey to meet the challenges of an evolving cultural landscape, and to lead the way in providing services that support all Queenslanders, including those who are most vulnerable and marginalised.

The Human Services Quality Framework (HSQF), which informs our commitment to quality service provision, stresses the importance of respecting, valuing and responding to individual need, in relation to identity, gender, sexuality, culture, age, disability and religious beliefs.

This value is reflected in our service agreements with funding bodies and a range of benefits can be correlated to fostering more diverse and inclusive workforces, services and practice frameworks, including:

- Greater sense of harmony and belonging within the workforce.
- Incorporation of diverse perspectives in service design and implementation.
- Engagement of new and broader target communities to services.
- Creation of new funding avenues.

## **Access and Inclusion**

RAQ's Access & Inclusion (A&I) portfolio was established in 2016, and represents a creative response to Queensland's evolving diversity and the need for diverse thinking to ensure access and equity for all Queenslanders.

This year, a collection of flagship A&I initiatives helped lay the foundations for our ongoing journey. These included:

- An integrated learning and development plan, comprising e-learnings, face-to-face training, follow-up activities, regular blogposts, and visual cues at venue level.
- An organisational A&I Review, comprising an 'Inclusive Spaces' audit of venues, surveys of staff cultural fitness by clients and staff themselves, and a desktop audit to ensure alignment of governance, policies, and procedures with our commitment to access, inclusion and equity.

Reports on these two important pieces of work will be published and distributed in the New Year and will help guide our ongoing journey of continuous improvement, towards greater cultural fitness.

*Chris Pye  
Manager,  
Diversity and Inclusion*

# ABORIGINAL & TORRES STRAIT ISLANDER COMMUNITIES

## Reconciliation Action Plan

During NAIDOC Week 2018, RAQ celebrated the launch of our second Reconciliation Action Plan with a smoking ceremony, Welcome to Country by Traditional Owner, Uncle Shane Coghill, Torres Strait Islander Traditional Dancers "Thana Fire" and wonderful support from Community Elders, Leaders and representatives from every RAQ venue.

## Far North Queensland

Our FNQ staff continued their community capacity building workshops, covering topics such as bullying, protective behaviours and domestic and family violence prevention on Thursday Island.

They also attended 70th Anniversary celebrations of Seisia Village on the Northern Peninsula.

## South East Queensland

We launched our Aboriginal & Torres Strait Islander Cultural Fitness and Access and Inclusion eLearning tools, which interface with our new look Induction workshops and include Cultural Fitness and Access & Inclusion narrative experience.

Our focus for NAIDOC is to build stronger links with community, and this year, during Reconciliation Week and NAIDOC Week, our staff and community partners were untiring in promoting the NAIDOC theme of 'Because of Her, we Can', engaging with the community, and increasing awareness of Aboriginal and Torres Strait Islander history.

*Debra Bennet*

*Aboriginal and Torres Strait Islander Engagement and Cultural Advisor*



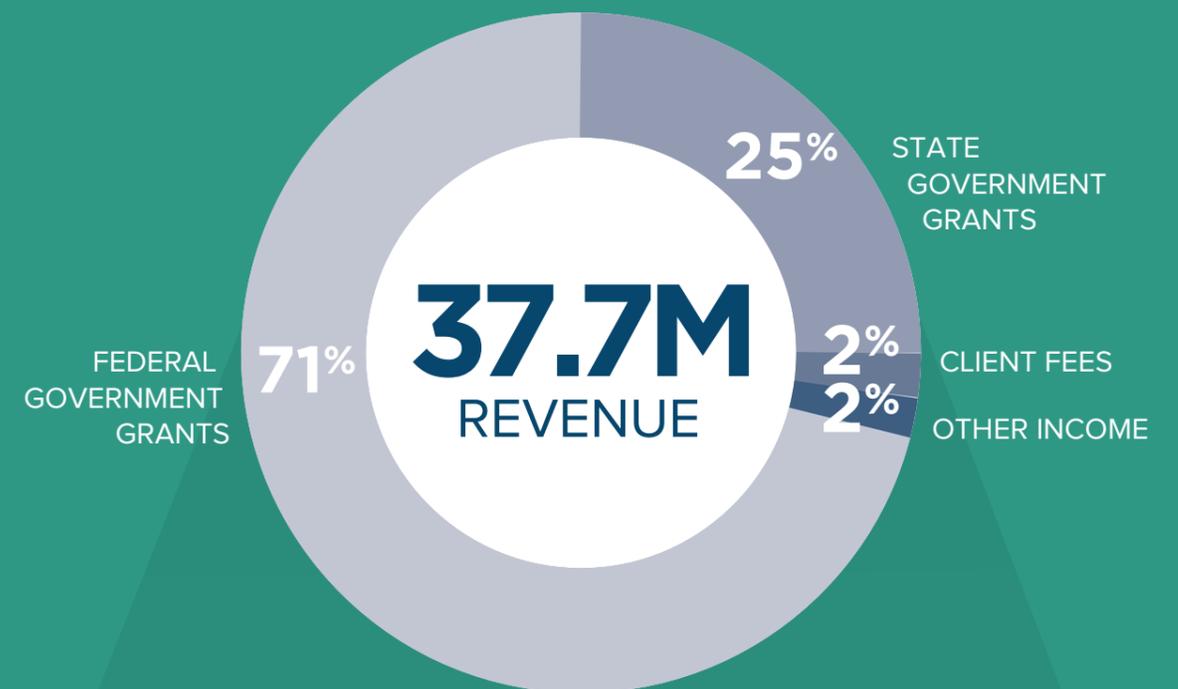
# 2018 FINANCIALS

## SUMMARY STATEMENT OF COMPREHENSIVE INCOME AS AT 30 JUNE 2018

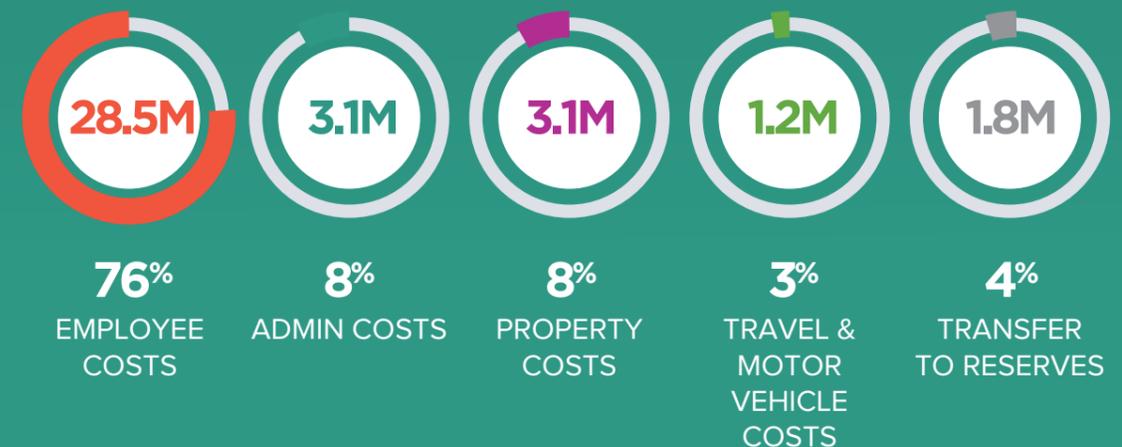
	2018 (\$)	2017 (\$)
<b>REVENUE</b>		
Government funding	36,057,116	36,069,315
Client fees	735,497	909,429
Other income	863,564	851,228
<b>TOTAL REVENUE</b>	<b>37,656,177</b>	<b>37,829,972</b>
<b>EXPENSES</b>		
Employee costs	28,542,706	28,129,789
Property costs	3,093,037	3,078,847
Travel and motor vehicles costs	1,149,295	977,815
Operating administration costs	2,971,663	3,240,397
Finance Costs	73,674	6,932
<b>TOTAL EXPENSES</b>	<b>35,830,375</b>	<b>35,503,780</b>
<b>OPERATING SURPLUS</b>	<b>1,825,802</b>	<b>2,326,192</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>1,825,802</b>	<b>2,326,192</b>

## SUMMARY STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2018

	2018 (\$)	2017 (\$)
<b>ASSETS</b>		
Current Assets	17,359,357	14,918,034
Non - Current Assets	14,316,387	15,022,527
<b>TOTAL ASSETS</b>	<b>31,675,744</b>	<b>29,940,561</b>
<b>LIABILITIES</b>		
Current Liabilities	6,360,740	6,662,520
Non - Current Liabilities	586,474	375,313
<b>TOTAL LIABILITIES</b>	<b>6,947,214</b>	<b>7,037,833</b>
<b>NET ASSETS</b>	<b>24,728,530</b>	<b>22,902,728</b>



## DISBURSEMENTS (37.7M)



# CONFERENCES AND RESEARCH

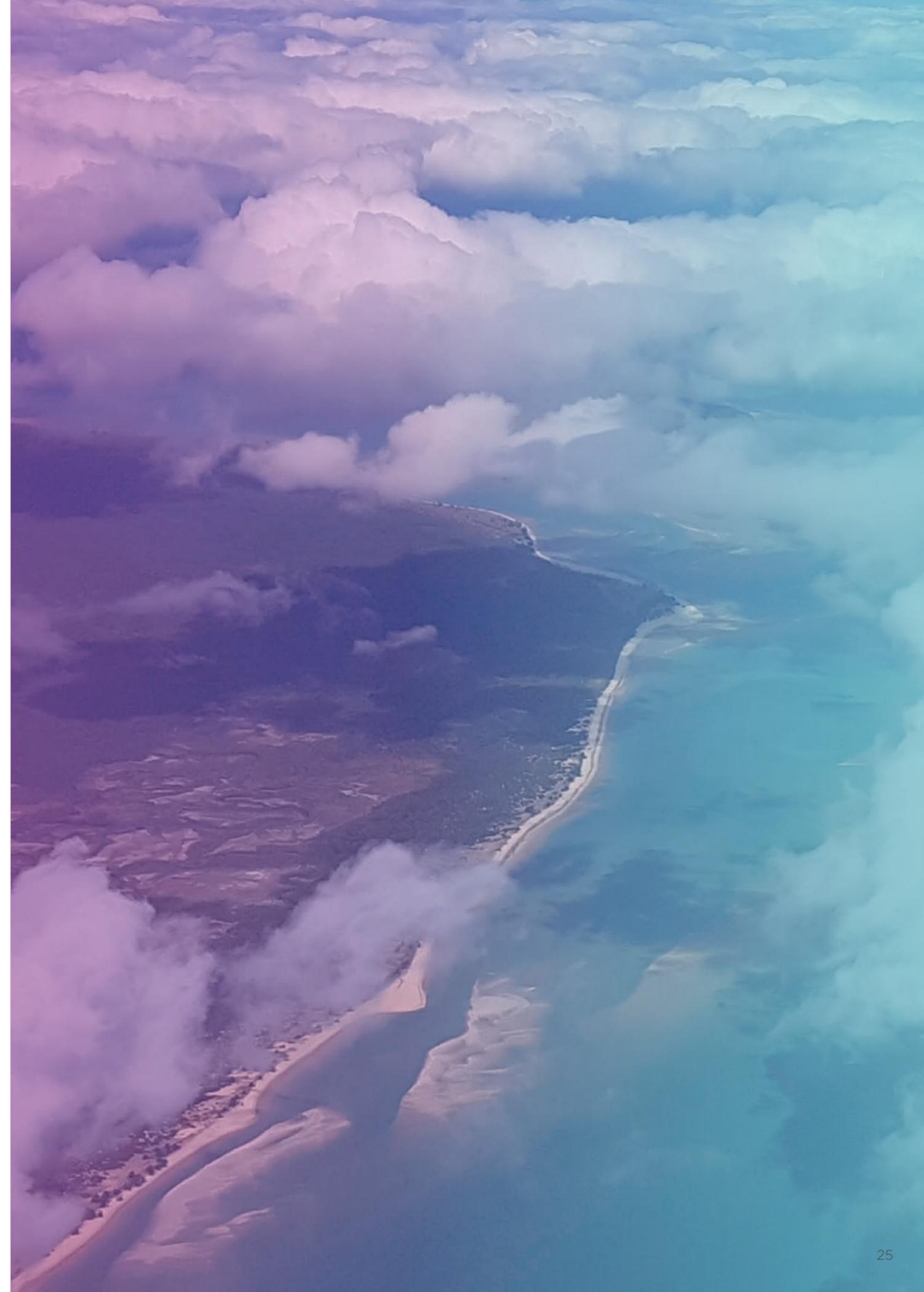
RAQ's research team presented at a number of conferences during the 2017-18 financial year.

The team did not finalise any publications during the year, but a number are in progress.

CONFERENCES PRESENTATIONS	PRESENTER/S	DATE	CONFERENCE	CITY
Evaluating the effectiveness of motivational interviewing in a community gambling help service	Milic, J. & Lohan, A.	Nov 2017	27th National Association for Gambling Studies Annual Conference	Melbourne, AUSTRALIA
Counselling Outcomes for Older Couples with Intimate Partner Violence	Taylor & Petch	Nov 2017	Elder Abuse Conference	Sydney, AUSTRALIA
Attrition in Relationship Counselling - Underlying factors	Rahimullah, R.	Nov 2017	Family and Relationships Services Australia National Conference	Melbourne, AUSTRALIA
Counselling Outcomes for Older Couples with Intimate Partner Violence	Petch, J.	Feb 2018	National Elder Abuse Conference	Sydney, AUSTRALIA
Positive Parenting for Healthy Living (Triple P): Preliminary findings from a Randomised Controlled Trial of a brief group program for parents of children with Type 1 Diabetes	Morawska, A., Mitchell, A., Lohan, A., Filus, A., Sofronoff, K. & Batch, J.	Mar 2018	19th Annual Helping Families Change	California, USA

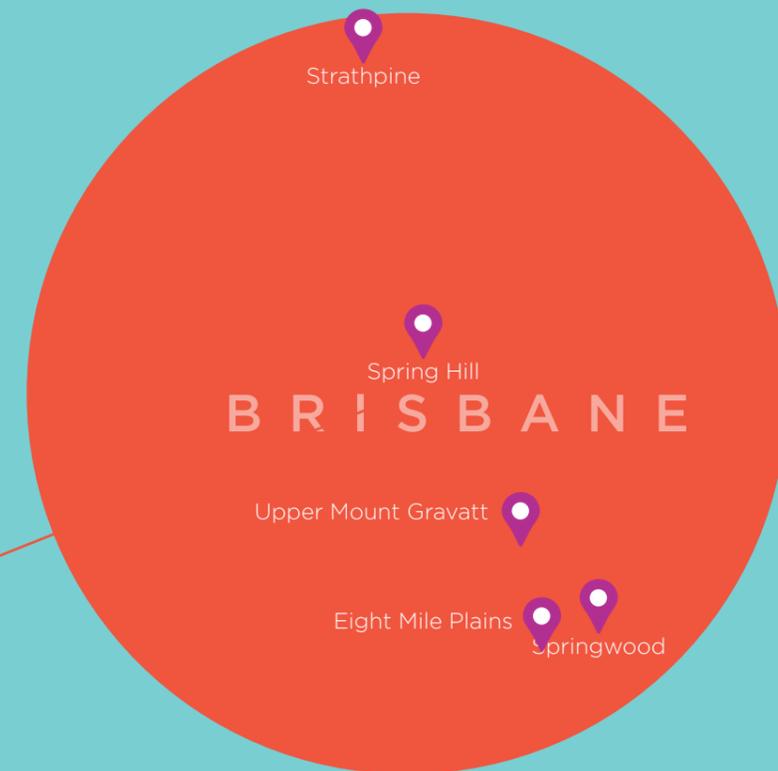
RESEARCH	AUTHORS	DATE	PUBLICATION
Promoting Healthy Relationships A. Vangelisti and D. Perlman (Eds), (Book Chapter), Cambridge University Press	Halford, W.K., Pepping, C. & Petch, J.	2018	The Cambridge Handbook of Personal Relationships (2nd Edition)
A Randomised Controlled Trial of Family Mediation with Motivational Interviewing (Peer-reviewed Journal Article)	Morris, M., Halford, W.K., & Petch, J.	2018	Journal of Family Psychology, 32(2):269-275. doi: 10.1037/fam0000367





# OUR VENUES

- Bowen
- Bundaberg
- Cairns (FRC)
- Capalaba
- Chermside
- Eight Mile Plains
- Gladstone
- Gympie
- Ipswich
- Longreach
- Mackay
- Maroochydore
- Robina
- Mount Morgan
- North Rockhampton
- Spring Hill
- Springwood
- Strathpine (RAQ and FRC)
- Thursday Island (Venue and FRC)
- Toowoomba DFVPS
- Townsville
- Upper Mount Gravatt (FRC)
- Yeppoon
- Gold Coast - Children's Contact Service
- Ipswich - Children's Contact Service
- Eight Mile Plains - Children's Contact Service
- Logan Central
- Caboolture





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