



# Annual Report 2021

EBENEZER ABORIGINAL CORPORATION



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## About Us

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### MISSION

*We are a Christian organization that supports individuals, families, and our community to grow, develop and share ideas and strategies that will enable people to reach their full potential.*



### VISION

*Our goal is to empower and equip individuals, families, and communities to develop skills, tools and knowledge that will assist them to reach their full potential.*



### VALUES

#### Servant Leadership

*A servant leadership philosophy built on the belief that the most effective leaders strive to serve others, rather than asserting power and control.*

#### Compassion

*Compassion is to identify with, care for and act with love towards those who are suffering or vulnerable.*

#### Integrity

*Is the practice of being honest, truthful and consistent without deception and doing the right thing in all circumstances even when no one is watching.*

#### Hope

*To look forward with confidence and not be controlled by the present circumstances.*

#### Safety

*Safety is a way of thinking and acting to manage the risk and wellbeing of staff, clients and stakeholders within the workplace.*

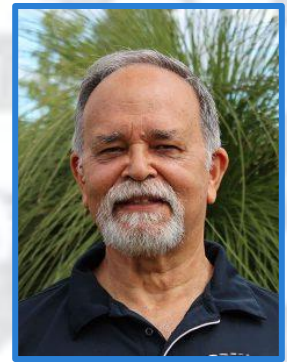
**The name *Ebenezer* comes from the Bible meaning, “Thus far the Lord has helped us”.**

**1 Samuel 3:12**

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## Chairperson's Message

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*2021 has seen a growth year for Ebenezer despite the challenge of Covid-19 virus vaccinations and mandate restrictions. Noticeably, there has been an increase in programs, people and place.*

*The ongoing programs still offer home support, alleviate homelessness, provide life skills training and housing support with employment opportunities have remained. These are the male and female hostels; local home visitations; and preparing those prisoners moving back into community life with more confidence. New programs have been strengthened such as Naala Djookan that deal with counselling and support from the effects of domestic violence. More needed programs are emerging such as providing educational support for local families with Indigenous Primary School children. Also, our relationship with working with Wungening Moort Consortium workers in the area of alcohol and drug counselling, education and training has strengthened.*

*Skilling Ebenezer people, first staff in work values and then Management Board members in strategic planning has been a highlight in 2021. Many thanks to the persistent workshops of non-profit Community First Development consultant Russell Jaffe. Ebenezer's three Business Managers (in Financial, SAAP and Programs) have workshopped their staff in the work values of servant leadership, integrity, company, hope and safety. Similarly, the Management Board now focus each Board meeting in six development areas viz. Facility, Service, Staff, Board, Funding and Internal Structure. The outcome overall has seen an increased understanding and skilling of all staff in Ebenezer's direction and community service approach.*

*After increase of programs and skilling people, Ebenezer is now seeking a place where we can expand and be even more effective and efficient. The ties with 4 Penrith Place, Balga will still remain strong, however, another satellite workplace is being searched for in the Girrawheen area. This is evidenced in the soon to be opened "Shed" whose name will honour the work of the Hayes, Humphries and Hayward pioneers. Funding is being sort to finance this project at a local shire and Indigenous Sea and Land Council State levels. The future looks promising.*

*I would like to give thanks to Ebenezer's hard-working CEO Martin Smith, the innovative Business Manager Neil Williams, the personable Program Manager John Thain and, the busy Supported Aboriginal Accommodation Program Manger Dr. Dave Michie. This year is my last of three years in the Chairperson position and I would like to encourage all present and future staff and Board members to continue the "stepping stone" supportive culture of Ebenezer (= Hitherto has the Lord helped us).*

*Yours faithfully,*

**Chairperson - Keith C. Truscott**

*Ebenezer Aboriginal Corporation Annual Report 2021*

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## Chief Executive Officer's Message

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*I'm delighted to provide an overview of the accomplishments and challenges of Ebenezer Aboriginal Corporation for 2020/21. This year we experienced many challenges associated with the COVID-19 and I'm thankful to everyone involved in the organisation for their support during this extremely difficult period.*

*Covid has changed the way we do our business, we have had to rethink, reconsider, and implement new ways of working to ensure there is minimal impact on our staff, clients, and community. I would like to acknowledge the management team our staff and board for their ability to remain focused, adapt and move with the challenges throughout the year. Ebenezer has a fantastic group of people, that have a vision to make a difference in the lives of the individuals and families we work and interact with.*

*This year we have embarked on a journey of growth and development that has seen widespread changes across the whole organisation. The Board through the assistance of Community First Development, Consultant Russel Jaffe, conducted several workshops and planning meetings on governance training, strategic planning and internal structure development. This has enabled the organisation to target specific areas for growth and identify gaps within current services, provided additional training for staff and to put some measures in place that will move Ebenezer forward in the next few years. Ebenezer is extremely thankful to Community First Development staff and consultant Russel Jaffe, for the terrific support, guidance and insight into organisational development and planning.*

*This year there has been a strong focus on improving the delivery of our current programs, through staff training and development, streamlining our internal processes and pursuing funding's for specific areas of growth. The Aboriginal Community Controlled Organisation Funding (ACCO) has allowed Ebenezer to target specific areas of development, that include, governance training, website and marketing development, human resources and administration development, and additional staff training.*

*We continue to explore strategies to secure a new administration facility, to accommodate the growing number of staff. The planning for the new administration facilities continues to evolve as we work with stakeholders to identify long-term needs of the organisation.*

*Strengthening our relationship with stakeholders, the local community to make sure we expand our network and to ensure our services meet the needs of our people.*

*Inclosing, this year we have received invaluable support from the following agencies: National Indigenous Australians Agency, Minderoo Foundation and Department of Communities.*

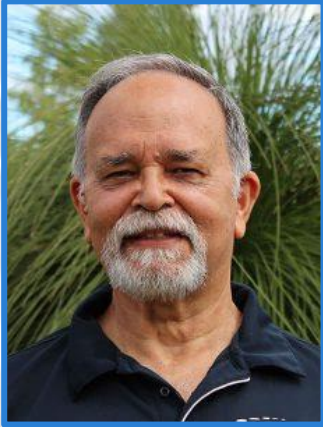
*I would like to thank everyone for the efforts this year and may the Lord Jesus Christ continue to guide and direct our paths into the future.*

**Chief Executive Officer - Martin Smith**

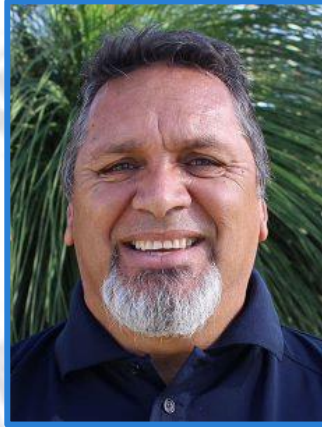
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## Our Board

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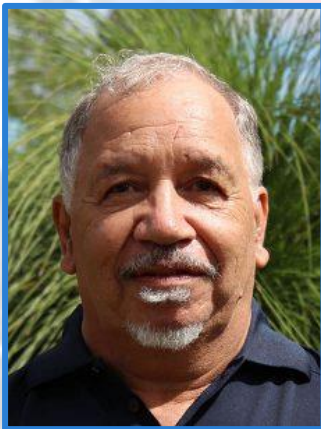
Keith Truscott



Leon Hayward



Raelene Hayward



Dennis Taylor



Hannah  
Nancarrow



Maxine Farmer

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## Our Programs

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### Employment Program

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*Across the year the program has gained considerable momentum. Funding to deliver the Acacia Social and Emotional Wellbeing program was secured and 5 programs were delivered. The caseload focus has remained on the most disadvantaged people, with approximately half of our current caseload having come through the criminal justice system.*

*Within Acacia Prison, the program is well received by prisoners, and we have around 35% of those who commence a program contacting us when they are released. This is a good outcome for the industry.*

*Towards the end of the period, we delivered several employer expos which were well attended by the caseload and received good feedback from employers.*

*Working with people who have long histories of social disadvantage means it is not uncommon to encounter significant barriers to positive outcomes. Our employer group is supportive, but frequently the history of disadvantage means clients struggle to be placed and remain employed. This is very hard on staff however they remained focused on delivering good service to clients.*

*In the period, two new staff have been employed to work in the program overseen by the Program Manager. One staff member focusses on employer relations and the other is an Aboriginal mentor. The Program Manager supports with mentoring and along with Martin Smith delivers the Acacia program.*

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### Naala Djookan

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*Our consortium arrangements with the delivery of the Mirrabooka Women's FDV service (Naala Djookan Healing Centre) commenced in December 2020. Within Naala Djookan, EAC is held in positive regard. We commenced with one advocate placed in the centre, but this has grown so we currently have three staff allocated to Naala Djookan.*

*The overall service is well regarded in the local area and has been nominated for several local/state awards.*

*There are challenges relating to the demand for the service, with a waiting list being in place. The consortium partners all work together to address this and other issues as they arise.*

*EAC currently has three advocate staff placed in the Naala Djookan service. They are overseen by the Program Manager*

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## **Target 120**

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*The program continues to be delivered with success across the state, including Mirrabooka. Our allocation of eligible families has been largely full across the year. We continue to work beside Whitelion Youth Agency the Department of Communities in delivery. A future focus for the program will be more connection to education for the young people.*

*The centre piece of our change model is for the families to identify issues requiring improvement and commitment to engage with us so we can assist the change. Some families and young people find it difficult to remain engaged with areas of improvement. The delivery partners are working together around innovative ways to engage youth and families.*

*Once engagement is obtained, we have made some good progress to improvements and change.*

*In the period, two staff work directly in the program providing services to the families and support the young people. The Program Manager oversees staff and contract delivery.*

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## **Men Supporting Men**

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*This is a new service focussed on assisting men address their use of violence in the home towards their partner and family. It is a partnership with Metropolitan Migrant Resource Centre with funds from Department of Communities. The service commenced in July 2021 and is a pilot program for 12 months. Staff, program materials and agency engagement have been completed. We are now accepting referrals of clients.*

*No significant issues have been encountered. Obtaining clients is slow, but this was predicted in the design of the program.*

*Two staff work in the service, and they are supplied shared supervision and oversight by both Program Managers.*

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## **Other Matters**

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*Through most of the year, Northern Suburbs Community Legal Service provide an outreach service to Ebenezer once per month. From January to June 2022 this service will be expanded to weekly, covering legal matters (one week) and tenancy advice (three weeks).*

*This service is open to all participants and community members who require guidance. The service cannot provide legal representation in court.*

**Program Manager - John Thain**



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## Supported Accommodation Assistance Program

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**SAAP** - All the SAAP staff continue to do good work across the hostels in some highly challenging scenarios.

The Girrawheen staff have been supported by 1 Social Work student, Teegan Jordan, during 2021 and her work was invaluable. Though her prac has finished, she is continuing to offer the weekly LIFE program and has been employed as our third relief staff. Her presence means that there have been 2 workers available on day shifts and this allows a stronger focus on case management and support, agency networking, LIFE skills, relational involvement and a range of recreational activities that is more limited when there is only a Duty Manager on shift.

Professional development and training continues with Denise Birch and Joanne Humphries both enrolled for Certificate 4 courses in Community Services and Mental Health for next year.

Residents continue to predominantly be in the 15-18 year old range with complex needs and presenting issues.

A new development has been working with residence to complete NDIS applications and assessments which has then allowed residents to move into independent supported accommodation with NDIS support.

A promising development is the commitment of the Mental Health Commission to fund a full time Drug and Alcohol Education and Support Service worker for each of the Youth Accommodation Services from July 1st 2022. This worker will be recruited and employed by Ebenezer and work across all 3 hostels.

There is also the hope that a funding proposal for the expansion of the Girrawheen hostel to a 6 bed facility with new office, meeting room and games room, will be successful.

Nollamara hostel has 3 residents. All 3 are examples of Ebenezer's vision of helping young people move into independent living from histories of homelessness. They are employed and taking responsibility for their own futures.

While Denise continues as the Responsible Adult at Nollamara there has been ongoing discussion with staff about the nature of that position and role when Denise moves on.

Marangaroo also has 2 residents, who in many ways are also examples of the Ebenezer vision as both have been in employment. At the same time Keith's work as a Support Worker has been challenging as the men tend to be self-contained and non-engaging.

Like Nollamara there has not been the demand for transitional housing during this time. The referrals have come from crisis scenarios as well as a number of requests for post-release

*placements for men coming out of gaol. Without an RA at Marangaroo these requests cannot be accepted.*

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### ***Wungening Moort***

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*The programme itself continues to be successful in both terms of preventing children entering into care and enabling successful family reunifications.*

*There was a period of 3 vacancies where there was difficulty in finding suitable candidates, but those positions have recently been filled with 3 new workers commencing in November.*

*There have also been 2 challenging complaints procedures that have required significant interaction and cooperation between Ebenezer and Wungening which has been helpful in strengthening the relationship between the two organizations.*

***David Michie- SAAP Manager***

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## Business Management

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### Overview

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*This has been another year of growth in the organisation which has seen staff numbers and annual operational turnover increase by more than ten percent.*



*The Business Manager's role over the year has been to provide office admin and business support, and management of human resources, compliance & regulations, finances, accounting, information technology and property maintenance.*

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### Admin and Maintenance Staff

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*Admin staff remains at two, with Karen Smith and me working a total of 1.53 FTE. Victoria Hayward began a Business Traineeship May 2021 but had to leave due to ill health. Andrew Howard has come onboard as Maintenance Manager for two days per week and has been working through a backlog of maintenance tasks and getting a lot of things done.*

*The new Men Supporting Men program has leased office space in Balga Plaza, across the road, and we have set up five new workstations there, with internet connection, printer, furniture and other equipment.*

*Our website has had a professional makeover and now includes a donation page link that takes the user to their PayPal account; we have already seen online donations as a result.*

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### Financial and Accounting Support

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*Moving into the new financial year 2022, the financial structuring of the organization has been changed, with EAC Foundation now as the core business, providing the administration, vehicle and office infrastructure for each of the funded programs. This will enable more accurate budgeting and cost control of all areas of operation.*

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## Compliance and Regulations

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*The Covid pandemic certainly added an extra layer of complexity and compliance issues to our operations, with periods of work from home for some, require online meetings, plus the need for additional office cleaning and sanitising, client and visitor screening etc etc.*

*A Workplace Health and Safety Audit was undertaken by CCIWA, the recommendations of which are in the process of being implemented.*

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## Human Resources

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*A total of eight new staff were onboarded during the year, 11 the previous year and we currently have 32 on our payroll.*

*An HR Documentation review was completed and employee files were in good shape to present to the auditors this year.*

*As members of CCIWA, they have been helpful on a number of occasions for HR advice and we now subscribe to and use their HR Documentation template kit. An onsite HR Audit by CCI we be undertaken in the new year.*

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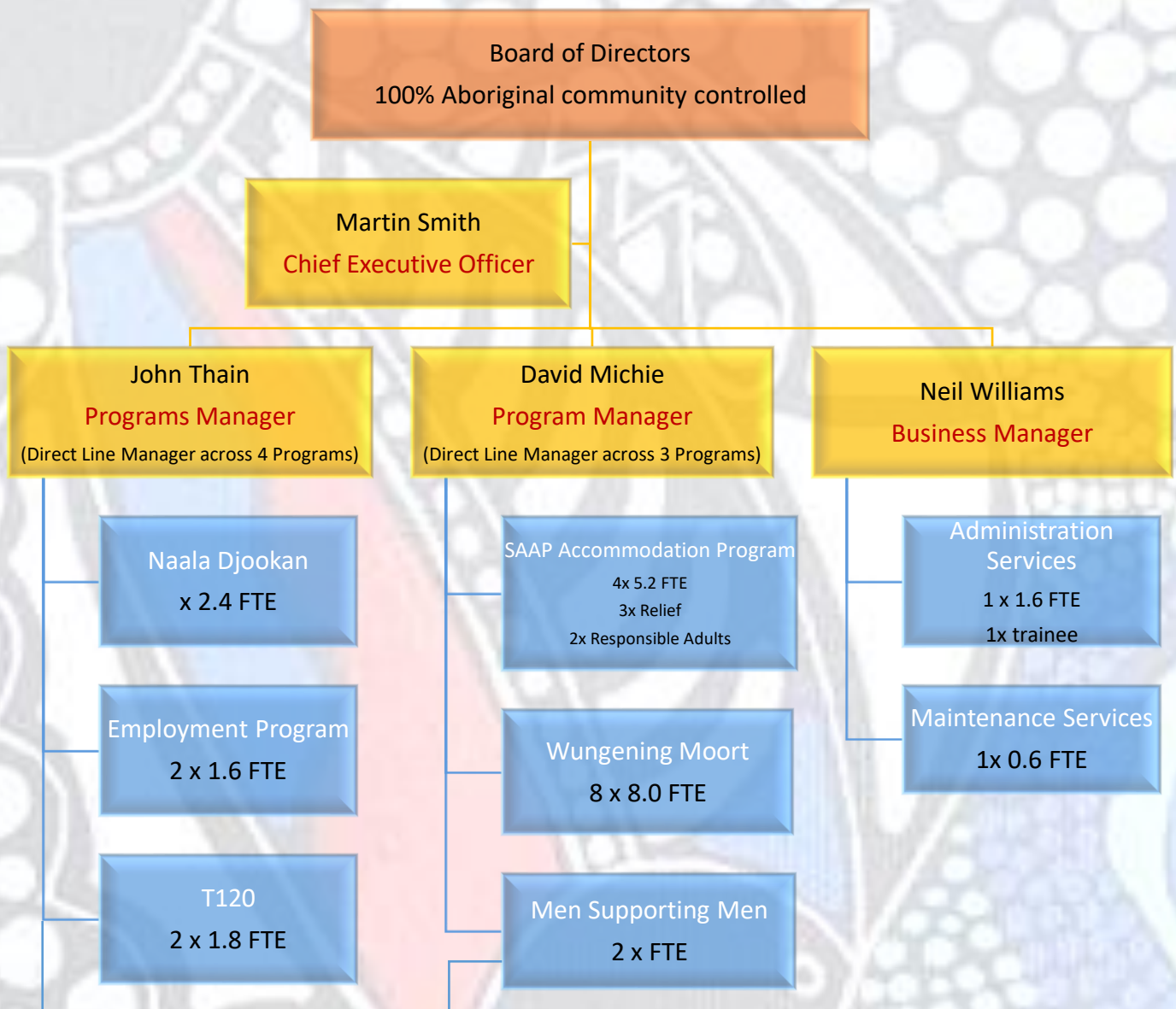
## Maintenance

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*Our Maintenance Manager, Andrew Howard, has been able to work through much of the maintenance task backlog, including new blinds and curtains to all properties and a shade sail erected at the rear of Nollamara hostel. We are all grateful to have Andrew working with us and all the properties are looking good as a result.*

**Neil Williams- Business Manager**

## Organisation Structure



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## Financial Summary

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*This year, Mr Viral Patel of Australian Audit has prepared our General-Purpose Financial Report to 30 June 2021.*

*The auditors concluded that there are reasonable grounds to believe that [Ebenezer Aboriginal Corporation] will be able to pay its debts when they become due and payable.*

*The funds bequeathed from Mrs Hayes continues to be kept in reserve and held in Term Deposits with Bankwest.*

*A copy of the auditor's statements and financial reports are included in this report.*