

JUWARKI KAPU-LUG Ltd

*Juwarki – Spirit Bird (Ghungalu Language)
Kapu-Lug – Safe Home (Torres Strait Language)*



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CHRONOLOGY

- 1991 – 1993** Formation of Juwarki Kapu-Lug Aboriginal and Torres Strait Islanders Corporation.
- A number of concerned Indigenous community members met on several occasions between 1991 and 1993 to develop a service model and rules for the proposed corporation to take advantage of funding which became available for a Diversion from Custody Program in Rockhampton.
- 1993** Incorporation of Juwarki Kapu-Lug Aboriginal and Torres Strait Islanders Corporation.
- Incorporation documents were lodged by the Committee with the Registrar of Aboriginal Corporations and the organisation was officially incorporated on the 14th of July 1993.
- The corporation was set up as a not for profit organisation, holds tax deductible gift recipient (TDGR) and public benevolent institution (PBI) status and is currently registered for GST.
- 1994** Establishment of the Cell Watch Program and Prison Aid Program.
- In 1994 funding became available from the Queensland Department of Families Youth and Community Care, Office of Aboriginal and Torres Strait Islander Affairs (OATSIA) to deliver a Cell Visitors service to the Rockhampton Watch-house. Juwarki Kapu-Lug now had the capacity to deliver this service which started with two Cell Visitors. By this stage the corporation was also operating the Prison Aid Program which was then funded by ATSIC and now by the Attorney General's Department.
- 1994 – 1995** Development of a Diversion from Custody Centre.
- The search for land to build a Diversionary Centre started in 1994 with negotiations between the Juwarki Kapu-Lug Aboriginal and Torres Strait Islanders Corporation's board, the Community and the Rockhampton City Council. The Board of Management traveled to other established diversion from custody programs in Mt Isa and Brisbane to identify appropriate planning, equipment and staffing needs to build a holistic and culturally appropriate service. Taking into consideration client needs and community concerns, the search for land went on for two years, finally concluding when the Catholic Diocese of Rockhampton agreed to sell a parcel of land available in the CBD to the Department of Aboriginal and Torres Strait Islander Policy for the purposes of establishing a Diversion from Custody Centre.
- 1996** Construction of the Centre started in February 1996 and was completed in August 1996. Ten Careworker positions at the Diversionary Centre were advertised in Rockhampton with a six month training component - Certificate II Community Work – Drugs and Alcohol.
- 1996** The Michael Hayes Diversionary Centre started operating and admitted it's first client on 2nd December 1996, with a staffing component of eight full-time Careworkers, Cell Watch Officer, Manager and Admin/Finance Officer.
- 1997** The Honorable Kevin Lingard MLA officially opened the Centre on the 14th July 1997.
- 2006** Department Aboriginal and Torres Strait Islander Policy divestment of Diversion From Custody Programs to the Department of Communities – Homelessness.
- 2007** Strengthening Indigenous Non-Government Organisations (SINGO's) project implemented by the department of Communities. Service Standards Self Assessment. Corporate restructure.
- 2008** The roll out of QIADP a 3 year pilot – Qld Indigenous Alcohol Diversion Program, funded by the Dept of Communities, support services delivered by Juwarki QIADP.
- 2009** Transition of corporate registration from Office of the Registrar of Aboriginal Corporations (ORAC) to the Australian Securities and Investment Commission (ASIC). Corporate restructure.
- 2010** Established for profit subsidiary of Juwarki Kapu-Lug Ltd, Bungoo Pty Ltd.
- 2011** Relocate corporate offices to 224 Quay Street, Rockhampton.
- 2012** Closure of the QIADP Pilot.

STAKEHOLDERS

We value the involvement, cooperation and generous expertise given by the following individuals and organisations that assist us in achieving our mission.

- The Aboriginal and Islander Community of Central Queensland.
- The Members of Juwarki Kapu-Lug
- The Department of Communities, Child Safety and Disability Services.
- The Attorney General's Department.
- Queensland Police Service – Rockhampton Watch-house.
- The Capricornia Correctional Centre.
- Queensland Health – Rockhampton Base Hospital Accident & Emergency.
- Queensland Health – Alcohol, Tobacco and Other Drugs Service (A.T.O.D.S.).
- Queensland Ambulance Service.
- Rockhampton Regional Council.
- Gumbi Gumbi Aboriginal and Torres Strait Islanders Corporation.
- Frenchville Rockwheelers Wheelchair Basketball Team.
- Bidgerdii Aboriginal and Torres Strait Islanders Corporation for Community Health Services Central Queensland Region.
- St Vincent De Paul Society.
- CQ Yumpla Aboriginal and Torres Strait Islanders Corporation for Men
- Milbi Farm Incorporated – Family Accommodation Facility.
- Darumbal Community Youth Services.
- St Vincent De Paul Society
- Centacare Catholic Diocese of Rockhampton.
- Lifeline Central Queensland.
- Anglicare Central Queensland.
- Central Queensland Indigenous Development (CQID)

ORGANISATIONAL PHILOSOPHY

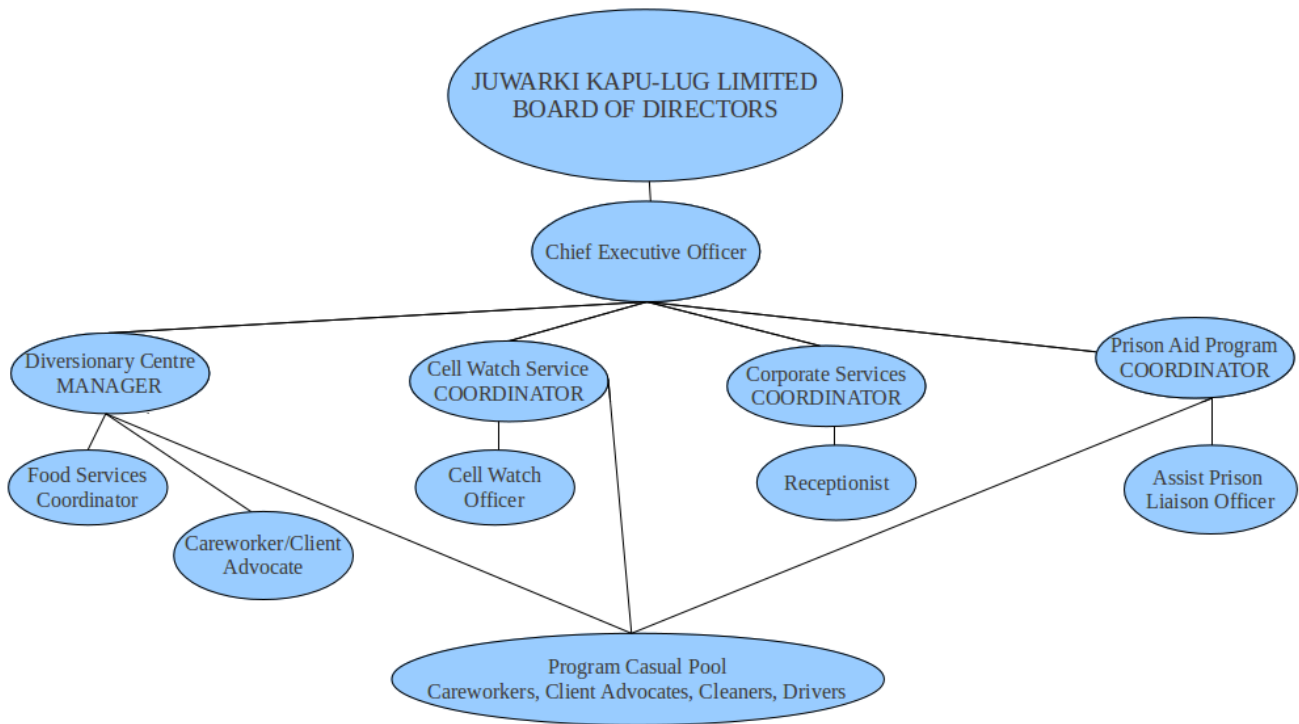
VISION - To be the lead provider of drug and alcohol, homelessness and correctional support services in the Rockhampton region. To improve the lives of vulnerable Aboriginals and Islanders by preventing all incidents of harm or death in the justice system and by reducing the level of homelessness in our community.

PURPOSE - Assisting Aboriginal and Islander individuals at risk to themselves and others is Juwarki Kapu-Lug's primary purpose. All programs will be delivered in a safe, caring and non-judgemental environment whilst maintaining the dignity of our clients. We will provide the highest level of support and encouragement to our clients during their time of need.

VALUES - Juwarki Kapu-Lug values humanity, mutual respect, empathy, diversity and understanding. We recognise the importance of culture and connection to family in our work. We will demonstrate passion and commitment toward empowering others to make positive changes in their lives.

The most valuable assets our company maintains are it's Humans!

Organisational Diagram:



CORPORATE OVERVIEW

Juwarki Kapu-Lug was created in 1993 in response to the recommendations of the Royal Commission into Aboriginal Deaths in Custody. Its role is to deliver drug and alcohol support services for the indigenous community in Rockhampton. The provision of support services to the Correctional Centre and Police Watch-houses.

Since its creation, the organisation has grown from managing one major program with an annual turnover of \$78,000 to managing four major programs with a turnover of in excess of \$2 million per annum.

Juwarki Kapu-Lug Ltd is a company limited by guarantee registered under the Corporations Act 2001. It is a not for profit entity that holds fringe benefits tax (FBT) exemption, public benevolent institution (PBI) and tax deductible gift recipient (TDGR) status. Juwarki Kapu-Lug manages its current service provision through a number of Service Agreements with various state and federal government departments. The Board of Directors is comprised of representatives from the local Aboriginal and Islander community and is appointed to oversee the responsibilities of the Company.

SUMMARY OF CURRENT PROGRAMS

Services currently provided by Juwarki Kapu-Lug are managed under the following programs:

- **Michael Hayes Diversionary Centre:** A 15 bed diversionary facility which provides sobering up services for adult individuals who are at risk to themselves or others as a consequence of their inebriated state.
- **Cell Watch Program:** A Cell Visitors service to the Rockhampton Watch house.
- **Prison Aid Program:** A Prison Liaison Service to the Capricornia Correctional Centre and Woorabinda Community.

GROWTH STRATEGY

Juwarki Kapu-Lug's medium and long term goal is to be the central auspicing body for all homelessness and drug and alcohol support services for indigenous people in Rockhampton and the surrounding area.

By integrating existing and future homelessness and drug and alcohol support programs under one corporate structure, Juwarki Kapu-Lug will be able to ensure improved service delivery, streamlined administrative processes and reduced operational costs.

To achieve this goal, Juwarki Kapu-Lug will work to:

- I. maintain and continually improve its best practice management of current programs, including: Michael Hayes Diversionary Centre, Cell Watch Service, Prison Aid Program.
- II. secure appropriate financial and human resources to manage additional programs.

JUWARKI WORK PROGRAM 2012-2013

Overview

Juwarki Kapu-Lug's Work Program for the next financial year from 2012 to 2013 includes managing all existing government funded programs, together with strategies for creating new community resources. Juwarki will also continue to grow the high level of staff expertise within the organisation and explore ways to broaden its funding base so that it can continue to expand the range and quality of services offered to Rockhampton's indigenous community.

Michael Hayes Diversionary Centre

Program Summary

The Diversionary facility offers alternative accommodation to the police watch house for adult individuals who have been detained for public drunkenness and who are prepared to admit themselves to the facility voluntarily.

The Centre offers fifteen beds for both male and female clients, in separate dormitory style accommodation. The Centre provides a safe, caring environment for clients, and its services include: showers, clean clothes, health assessments, medical referrals, catering for night time meals and breakfast and first aid if necessary. Clients also receive information about other services in the community, and where possible are referred to relevant drug and alcohol treatment and rehabilitation services.

Current Resources

In 2012-2013, the annual operational budget for the Diversionary Centre was \$1.469m.

The Centre is staffed 24 hours a day, 7 days a week, every day of the year. The Centre's human resources include the Centre Manager, administrative support is provided by Juwarki Corporate support, and the equivalent of two Client Advocate/Careworkers (gender appropriate) who work around the clock to care for clients

Goals for 2012-2013

Maintain current committed budget funding from the Qld Department of Communities and negotiate continued funding beyond 2013. Ensure existing staff are trained appropriately and continue negotiating the upgrade of the Centre Laundry with the Dept. of Communities and Q Build.

Cell Watch Service

Program Summary

The aim of the Cell Watch Service is to minimise harm to detainees and prevent deaths in custody.

The Rockhampton Cell Watch Service works in conjunction with the Michael Hayes Diversionary Centre to provide a 24 hour seven day per week service to the Rockhampton Watchhouse and surrounding community.

The service works by ensuring that indigenous Cell Watch staff work with the Qld Police Service, local Prison and other local organisations, to reduce the risk of harm to indigenous people in custody.

Current Resources

The Cell Watch Service budget is \$198,000. This funding supports the equivalent of 1 Cell Watch Coordinator and two Client Advocate/Cell Watch Officers

Goals for 2012-2013

Maintain current committed budget funding from the Qld Department of Communities and negotiate continued funding beyond 2013.

Prison Aid Program

Program Summary

The Prison Aid Program was originally established to address recommendations from the Royal Commission into Aboriginal Deaths in Custody. The Attorney General's Department provides funding for the Prisoner Support and Return Home Scheme in order to deliver throughcare, case management and support services to targeted high recidivism risk Aboriginal and Islander prisoners and detainees, parolees and released inmates in the Rockhampton and Central Queensland area. The objective of the funding is to help respond to the challenge of the accelerating rate of Aboriginal and Islander offending and incarceration, and to support the realisation of safer communities.

To support this, Officers liaise with Aboriginal and Islander inmates and their families, Capricornia Correctional centre staff and relevant Government and non Government agencies, including Aboriginal and Torres Strait Islander Legal services, particularly on behalf of targeted high recidivism risk Aboriginal and Islander inmates, though minor assistance referrals for the general Aboriginal and Islander inmate population will also be made. Similarly, Officers also Liaise with Capricornia Correctional Centre program staff and management to ensure equitable access to educational and vocational programs by Aboriginal and

Islander inmates. We provide support and/or refer to relevant agencies for Aboriginal and Islander inmates and their families.

In addition, the service will develop culturally appropriate educational, vocational and healing programs within the Capricornia Correctional Centre for targeted high recidivism risk and other Aboriginal and Islander inmates, as appropriate, as well as assisting them to access all Correctional Centre Programs (i.e. Parole, leave of Absence (LOA), Home detention), making representation to correctional authorities on behalf of inmates and their families, and arranging suitable accommodation on release. The Officers also organise visits to targeted inmates, by their families, as part of case management responsibilities, as well as providing this general limited support to the other Aboriginal and Islander inmates when required.

Current Resources

The Prison Aid Program has an annual budget of \$272,000 which supports the equivalent of one full-time Prison Liaison Officer and one full-time Assistant Prison Liaison Officer.

Goals for 2012-2013

Maintain current committed budget funding from the Attorney General's department and negotiate continued funding beyond 2013 to incorporate expansion of the program.

Corporate Management

Program Summary

Juwarki Kapu-Lug goal is to maintain and continue to improve its 'best practice' models of financial, administrative and human resource management.

Juwarki Kapu-Lug has met, and in many cases exceeded, the performance standards set by Government funding institutions. In future, the Company aims to strengthen all elements of its internal operations. In the 2012-2013 financial year, these actions will include the following:
Review of service standards.

Juwarki will undertake a review of its Constitution and Corporate Structure in line with its longer term strategic goals. Where appropriate, Juwarki will update its legal structures.

Human Resources

Juwarki will continue the process commenced in the 2012-2013 financial year, to work with consultants to review all Human Resource structures and procedures within the Corporation.

Juwarki will then build on this work by ensuring all staff's Individual Development Plans are updated and integrated into the broader Corporate HR Strategies.

Financial management

Juwarki will continue to review and improve its financial management procedures. The organisation will continue to focus on investing in the professional development of financial management and corporate staff.

ICT

Juwarki will explore opportunities and costs regarding the establishment of an ICT unit within the Corporation.

Profit making strategies

Juwarki recognises the importance of diversifying income streams and decreasing dependency on government funded programs. In 2012-2013, Juwarki will investigate costs and benefits associated with a range of new income earning activities, including training and consulting. This investigation will link to the organisation's review of its corporate structure.





*Juwarki Kapu-Lug
Team Leaders*



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Chief Executive
Officer*

*Leah Mann
QIADP
Coordinator*

*Trumaine Warcon
HR Manager*

*Sharona Kemp
Corporate Services
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*Lenard Warcon
DFCP Centre
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*Clem Beezley
Prison Liaison
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*Samuel Kawane
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Coordinator*