

# annual report

2020 • 2021



# Acknowledgement of the Traditional Owners of this Land

Yaandina Community Services acknowledges the traditional owners of the Ngarluma and Kariyarra lands on which we deliver our services. We pay our respects to the Elders, past, present and emerging, for they hold the memories, the traditions, the culture and hopes of Aboriginal and Torres Strait Islander peoples across the country.



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## Introduction

Yaandina Community Services Ltd (Yaandina) is a multi-functional, multi-funded organisation that has been in operation for 45 years providing localised wrap-around, client-centred services from birth to ageing for the people of Roebourne and its surrounding communities. Through life education; recreation; therapeutic interventions; practical support; and allied health care to children, youth, families and the elderly; Yaandina seeks to improve the quality of life to the communities it services.

*Yaandina* is an Aboriginal word meaning *cradle* or *cradle of the baby*. The service was founded in 1975 by the Sisters of St John of God, who provided nursing services to the Aboriginal community. Their initial objective was to provide interventions that would assist in preventing children being committed to care.

Commencing in the early 1980s, in recognition of changing community need, the Sisters of St John of God withdrew their service. In 1987, Yaandina Family Centre was formally established as a not-for-profit incorporated

community association. Yaandina's aim was to provide care and services to address the needs of Pilbara Aboriginal people.

In 2016, the organisation became a company limited by guarantee in recognition that it had evolved and grown to become the largest local not-for-profit community services provider in the Pilbara. The organisation now employs more than 120 staff, and provides a comprehensive suite of services to Pilbara communities including:

- aged and community care and disability support services.
- alcohol and other drugs services – community prevention, counselling and therapeutic intervention, sobering up, detoxification, rehabilitation and transitional housing.
- family, youth and children – community prevention, parenting, counselling, support, intervention and recreation.

## Vision

Yaandina's vision is to be a leading and trusted organisation providing required, innovative and responsive services to the community

## Mission

Yaandina's mission is to improve the quality of life in the community through care, support and education

## Our Guiding Principles

The following guiding principles underpin Yaandina's services.

- We show respect for team members, clients, residents and the community.
- We demonstrate integrity in everything we say and do.
- We collaborate with like-minded providers for the benefit of the community.
- Quality systems and processes are fit for purpose and transferable.
- We focus on building the capacity and capability of our staff.
- We support our staff to develop and grow.

**We demonstrate these principles in our communication with our clients, stakeholders, community and the service sector we support.**



# Chairperson's Report

Since March 2020, the world has been impacted by a singular devastating challenge that has united countries in efforts to address the spread of the COVID 19 pandemic. At the same time, countries have been experiencing turbulence and upheaval as communities come to terms with the pandemic, on-going lock downs, loss of jobs and changes to the way we work.

In Western Australia we have felt the effects of the pandemic as it ravages our Eastern States communities. We have watched communities lock down and open up and lock down again and again. We have seen businesses large and small in our own state close their doors. Some have moved to an online presence and others have simply disappeared. We have seen the introduction of and variations to Job Keeper and Job Seeker, increased emergency relief funding support and stimulus measures designed to stabilise the economy.

Not only have we seen the challenges created by the pandemic but we continued to feel the effects of it within our own organisation at 30 June 2021. The ongoing lockdowns and alarming increase of COVID 19 in the Eastern States has impacted Yaandina's ability to attract the therapeutic expertise required to deliver a number of its services. This coupled with the inability to access immigration programs, a lack of affordable housing and an on-going resources

boom has challenged the organisation's access to and use of an external workforce. In addition to this, the Royal Commissions into the aged care and disability sectors and impending changes to service commissioning by the State Government will no doubt result in further adjustments to procurement and contracting of Yaandina's services.

While these challenges have certainly tested the staff at Yaandina, they have also provided the opportunity for the organisation to look more closely at the way it does its business, and in the midst of all of this, continue to deliver outstanding results for the communities it services as detailed in the following pages.

I would like to take this opportunity to thank Ms Emma Dumbrell, Yaandina's Acting Chief Executive Officer (CEO) for the role she has played in leading Yaandina, not only through the challenges identified above, but through the difficult times leading up to and post the passing of Mr Nick Furnivall, Yaandina's CEO from 2016 to 2019.

Under Ms Dumbrell's leadership Yaandina developed and implemented its COVID 19 Outbreak Plan and constructed and commissioned the new \$4.6 million, ten bed wing of its residential aged care facility—the

Nick Furnivall Wing. During this time, Yaandina was also recognised for its person centred, culturally safe, secure and responsive aged care service as recipient of the *WA Regional Achievements and Community Aged Care Employer of the Year Award*.

The Board continued to maintain oversight of Yaandina's strategic direction through bimonthly meetings during 2020-2021. During this time, the Board welcomed Ms Miranda Cecich, CEO Pilbara Community Legal Services and farewellled Ms Bronwyn Leon. Ms Leon was a well-respected Board member who supported Yaandina to set its strategic direction. I wish Ms Leon the very best of luck with all future endeavours. I would like to thank all Board members for their ongoing contribution to Yaandina. Their commitment to the organisation is evident in active attendance at meetings, enthusiasm to support sustainable initiatives and due diligence with regard to governance oversight and decision making.

And last but not least, I would like to welcome the new CEO, Ms Sue Leonard to Yaandina. Sue commenced in the role on 23 November 2020.

**Garry Bailey**



## Board Profiles



### Cr Garry Bailey JP – Chairman

Garry has been a City of Karratha Councillor for the past 12 years, Post Master and Justice of the Peace. He is a well-known resident of Roebourne and has lived here for over 30 years. Garry was chairperson of Yaandina Family Services Board prior to Yaandina becoming a not-for-profit company limited by guarantee. He has been in this current role since 26 January 2016. Garry's knowledge and understanding of Roebourne and its surrounding communities provides excellent guidance for the Board and Yaandina's leadership team.



### Ruth Ellis – Deputy Chair

Ruth has lived in Roebourne for over 50 years, married and raised her family here. Ruth has worked in many roles in the community including: Manager- Sobering-up Shelter and Roebourne Visitor Centre. She has also been on the committees of Roebourne Primary School P&C, Roebourne Advisory Group, St John Ambulance and currently - the Wickham Community Association, Yirramagardu Community Association and the Pilbara Aboriginal Church.



### Fiona White-Hartig JP - member

Fiona has 16 years' experience based in the Pilbara working with Local, State and Federal Governments and engaging local community in various capacities. She has a strong background working in the political environment, building and maintaining vital relationships with key government personnel and over 10 years' experience as a local government councillor. Fiona is currently the Managing Director of Global Roaming Pilbara Foundation.



### Ross Humphries - member

Ross currently works as a Specialist in the Community Engagement team at Rio Tinto. He is of Nyoongar heritage and has experience working within the resources, local government and education sectors as well as volunteering with various local sporting and community groups. Ross was awarded *Citizen of the Year* at the City of Karratha Australia Day Awards on 26 January 2021.



### Bronwyn Leon (resigned 23 March 2021) - member

Bronwyn is an Aboriginal woman from the Gumbaynggirri nation. She has over 34 years' experience working in both Aboriginal Affairs and the health sector. Bronwyn's specialities include community development, community engagement, policy and strategic development, business planning, working in Aboriginal communities and across non-government and government sectors.



### **Miranda Cecich (commenced 15 December 2020) - member**

Miranda specialises in the delivery of transformational human resource and organisational development projects. She has managed engagements to develop operating models, aligning operations to strategic objectives and identifying performance improvements in large, complex organisations. She has extensive experience managing senior stakeholders and large teams having worked within the resource, community and not-for-profit sectors. Miranda currently sits on community boards and operates as CEO of a not-for-profit legal organisation.



### **Emma Dumbrell – Company Secretary (Acting CEO 1 January 2020 – 20 November 2020)**

Emma has held the role of Finance Manager with Yaandina since 2012. She also held the role of Acting CEO from January to November 2020. Emma oversees the day-to-day running of Corporate administration. This centralised administration allows for the capture of greater efficiencies across the delivery of Yaandina's suite of services. Emma was appointed as Board company secretary in 2016. She is an experienced practice manager with solid background in book keeping, staff supervision and business development. Emma has lived in and been involved with the Wickham community for eight years. Emma is participating in the Aged and Community Services Australia (ACSA) Leadership Development Program and completing the Certificate IV in Accounting and Bookkeeping through North Regional TAFE.



### **Melanie Humphries – Acting Company Secretary (1 January 2020 – 20 November 2020)**

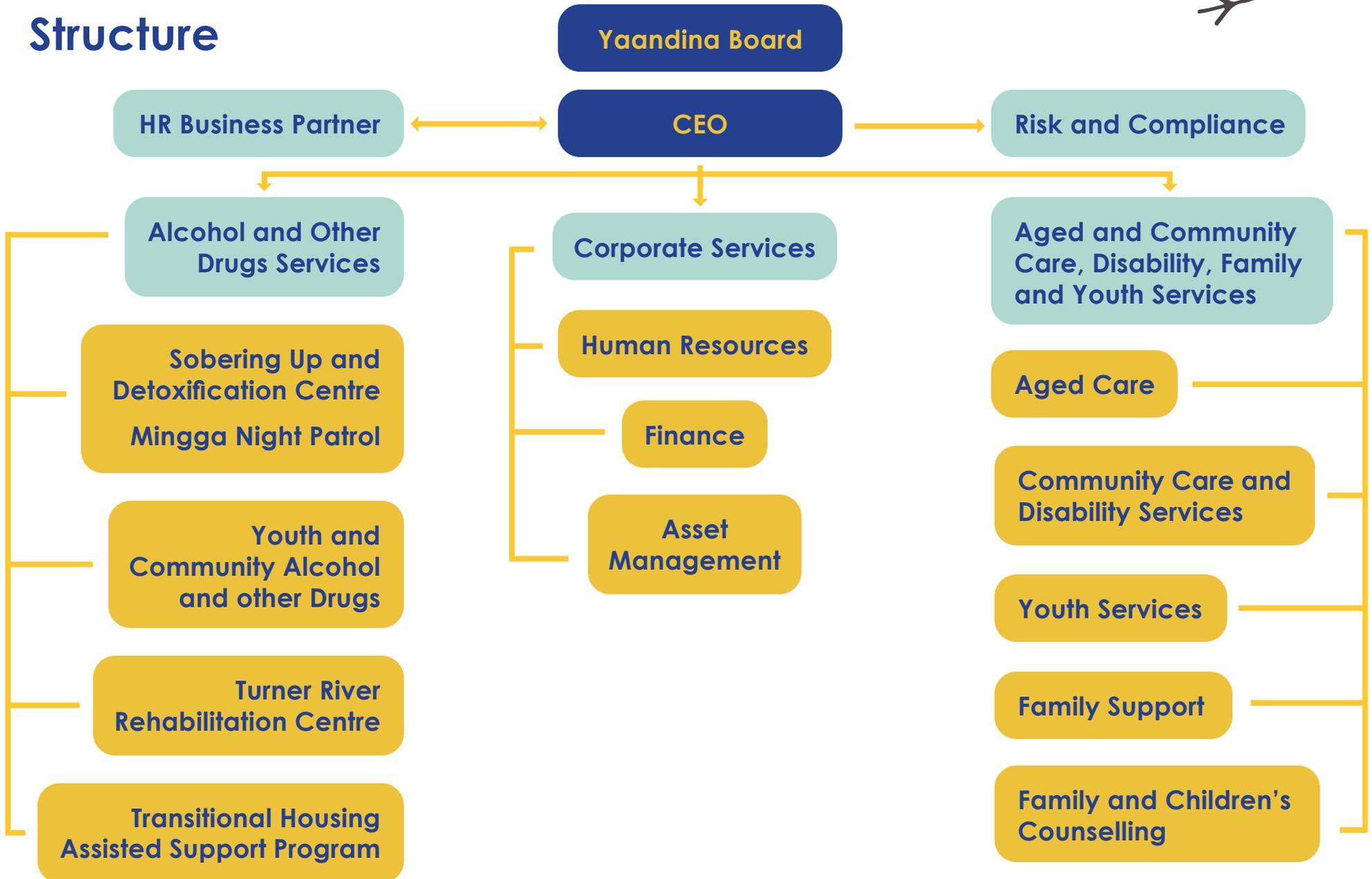
Melanie has held a position within Yaandina's Corporate administration since 2013. Melanie's responsibility lies with contract compliance and the management of the company quality management system. As the Compliance and Risk Officer she also oversees the management of enterprise risk within Yaandina along with ensuring compliance with legislation, certifications and accreditation. Melanie has lived in and been an active member of the Wickham community for eight years. Melanie stepped into the role as Acting Company Secretary in January 2020. She is currently completing the Diploma of Quality Auditing through North Regional TAFE.



### **Sue Leonard – CEO (23 November 2020 –current)**

Sue has over 35 years' experience working in the public, private and not-for-profit sectors predominantly in the north-west region of Western Australia. Sue's experience is in education, training, workforce, economic and community development. Sue holds a Bachelor of Arts (Asian Studies), Graduate Diploma of Education, Certificate IV in Training and Assessment, Certificate IV in Project Management, Advanced Diploma of Business Administration, and three units toward the Graduate Diploma of Applied Corporate Governance. She is a member of the Governance Institute of Australia.

# Governance Structure



## CEO Report

For every single one of us the last twelve months has been challenging. While we have all been hoping that life with COVID 19 was either a bad dream or a phenomenon that would simply disappear over time, we have all been forced to think about the way we operate and the requirements on us to change if we are to grow and prosper. As a small not-for-profit in a region described as the engine room of Australia's economy, the impetus is on us to adapt to changing circumstances, to flexibly respond to the procurement demands of commissioning entities and to have the resilience to continue to advocate for and support those who are not empowered to do so.

And while the challenges have been enormous and changes difficult for some of us to accommodate, the staff at Yaandina has continued to deliver outstanding service to clients and residents within each of its services.

You may ask why this is so, in such a turbulent time in our combined histories. The answer is simple. Yaandina's staff care about its clients and is prepared to go the extra distance to ensure that individuals, families and communities are well supported to access the services they need when they need them.

Yaandina provides a plethora of services designed to enhance the social and emotional well-being of clients, build resilience in our

children, young people and those living with varied abilities, support community members on their healing journeys and care for ageing community members within our home care and residential programs.

Yaandina currently has over 120 staff members and to ensure that each is able to support clients across the services we provide, all of our staff have access to training and professional development and the opportunity for fulfilling long-term careers within the organisation. All have access to above award wages, flexible leave arrangements and the employee assistance program (EAP) for times when they need extra support or someone outside the organisation to talk to.

Yaandina's staff are outstanding and I am proud to be working with them to assist individuals and families to realise their true potential.

In the 2020-2021 financial year, each of Yaandina's services performed well as evidenced by the highlights included on the following pages. Each of Yaandina's contracts were successfully acquitted for the reporting period and all of Yaandina's 2020-2021 financial agreements have been extended for a minimum of one year and maximum of a further three years. This bodes well for the attraction of additional staff and establishment of physical resources to support service delivery.

Yaandina has continued to build on its continuous improvement culture in the

governance, risk and compliance space. The roll out of Riskware incident management and complaints modules will significantly improve the way that strategic risks are managed. The roll out of Findex is providing in real time snapshots of performance to the Board and management teams and the Standards, Planning and Performance (SPP) Portal is providing the organisation with the mechanism to assess maturity against its overarching standards. This self-assessment tool is pivotal to Yaandina as it prepares for its reaccreditation as an NDIS provider and AOD provider under the new AOD standard.

As you read through the annual report you will become aware of the challenges faced by Yaandina, the changes that it has made to ensure its ongoing viability and the enormous achievements it has delivered in unprecedented times. You will note the stakeholders that staff work with on a daily basis and the networks that we participate in to share information, advocate for change and enhance collaboration.

I would like to thank our Board, staff, funding bodies, partners, stakeholders, residents and clients for the role each plays in supporting Yaandina and assisting with the delivery of high quality responsive services to Roebourne and its surrounding communities. I look forward to working with each of you in 2021-2022.

**Sue Leonard**

# The Year in Review

- > Old People's Birthday Celebration held on 1 July 2020 at the Old Roebourne Reserve.
- > Family Support contract extended to June 2023
- > Youth at Risk contract extended to 2024.

- > Grant received from Yinhawangka Charitable Trust to put towards youth activities.

- > Attracted City of Karratha Large Grant funding to install security screens at the Youth Centre.
- > Rio Tinto donation to Yaandina for Roebourne Strong Women's Group to produce *Keep on Yarning*.
- > Attracted Lotterywest funding to purchase and modify a 12 seater 4WD commuter van to enable aged care residents to go on country.

July

August

September

October

November

- > Yaandina delivered \$75,000 in emergency relief vouchers and hampers through Lotterywest funding in May 2020.
- > Launch of *Keep on Telling*, a book developed by community and Strong Women's Group and facilitated by Yaandina's Child and Family Counsellor.
- > Turner River Rehabilitation Centre contract extended to 2023.

- > Attracted funding through the Department of Health Aged Care Business Improvement Fund to review aged care funding and workforce attraction and retention models and purchase furniture for the Nick Furnivall wing.
- > 2019/2020 audited financial statements presented to Yaandina Board.

- > Yaandina commissioned the Nick Furnivall Wing - a ten bed extension to its current aged care facility.
- > Yaandina awarded the *WA Regional Achievements and Community Aged Care Employer of the Year Award*.
- > New CEO commenced on 23 November 2021.

2020

- > Agreement with TAFE to modify Certificate III in Community Services to accommodate Yaandina's policies and procedures and monthly face-to-face classroom training of Yaandina staff. Twelve participants are currently enrolled with course completion expected in November 2021.
- > Yaandina Board member Ross Humphries awarded Citizen of the Year at the City of Karratha Australia Day awards held on 26 January 2021.
- > Funding received from Mission Australia for continuation of emergency relief.

- > Yaandina's asset maintenance team established.
- > 10 Yaandina aged care residents and 12 Yaandina staff members received first COVID-19 Pfizer vaccination.

## December

- > New AOD Manager commenced on Monday 14 December 2020.
- > Aged care clients and residents attended Roebourne Community Christmas Party.

## January

## February

- > 169 rooftop solar panels installed at aged care facility and 38 at the Community Care building.
- > Aged Care Business Improvement Fund project commenced by KPMG.
- > Findex data science dashboard introduced.

## March

# 2021

Photo provided by City of Karratha.



- > Yaandina's Annual Operational Planning workshop held at Wickham Hub.
- > Cyclone pathways and solar panels approved for construction and installation at Turner River Rehabilitation Centre.
- > Yaandina commenced negotiations with headSpace Pilbara to participate in its youth consortium.
- > Yaandina staff flu vaccination campaign commenced.
- > Transition to Humanforce online employee management portal.
- > Participated in Karratha Careers Expo.

## April

- > Youth Week Roe Party organised and driven by Yaandina Youth Team. Over 150 children, young people and community members participated.
- > *What Lifts Us Up When We Are Down* and *Proud Dads Proud Pops of Roebourne* launched in partnership with the Roebourne Women's Group and facilitated by Yaandina's Child and Family Counsellor.
- > Roebourne Local Drug Action Group (LDAG) established in partnership with LDAG WA and Alcohol Drug Foundation (Cth), WA Police, Mission Australia, Road Safety and Drug Education Branch of Department of Education

- > LDAG Community Action Plan developed for consultation with Safety Balagarni and Yandi for Change Leadership table post the reporting period.
- > Yaandina successfully negotiated the procurement and facilitation of the much sought after three day Aboriginal Mental Health Assessment and Suicide Prevention workshop to be facilitated by Dr Tracy Westerman AM from 10-12 November 2021.

## May

- > Nine Yaandina aged care residents and 12 Yaandina staff members received second COVID-19 Pfizer vaccination.
- > Standards and Performance Pathways Portal introduced.

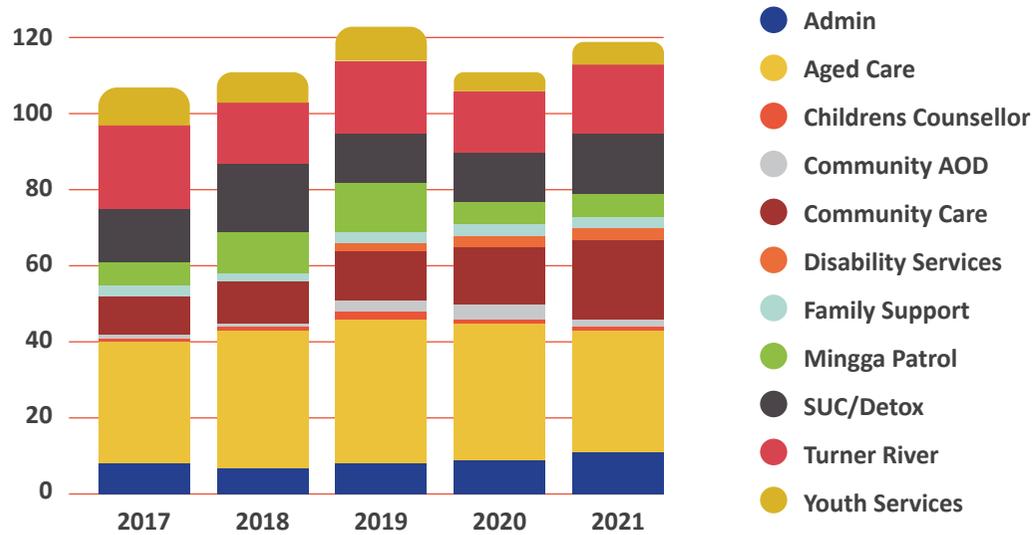


## June

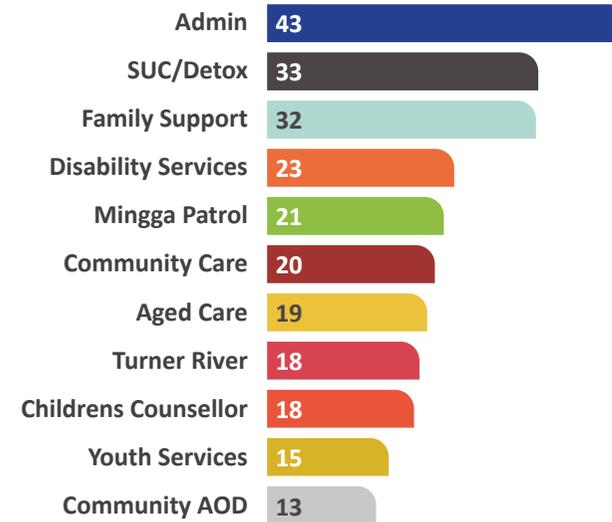
- CEO interviewed for online, radio and television story by the ABC regarding workforce challenges in rural and remote aged care setting.
- Service Development Assistance Panel (SDAP) support provided to review Community Care funding and workforce attraction and retention models.
- Attracted \$1.6 million for upgrade of aged care facilities.
- Aged Care Business Improvement Fund project completed by KPMG. Final report to be submitted to Yaandina Board in the 2021-2022 reporting period.
- Yaandina continues its efforts to formalise a partnership with WACHS for delivery of palliative care services at its aged care facility.
- Yaandina registered as a Work and Development Permit Sponsor in partnership with Legal Aid and the Department of Justice.
- Participated in Roebourne Careers Expo.
- Three new positions created to streamline business service activities between Yaandina's portfolios. This resulted in recruitment of three officers to fill each of the following:
  - Aged Care Business Services Coordinator
  - AOD Business Services Coordinator
  - Community Care Business Services Coordinator.
- In Vehicle Monitoring System introduced.
- Attracted 1000 jobs supplementary funding from NIAA to support recruitment of three trainees to Turner River Rehabilitation Centre.
- Yaandina staff skin check campaign commenced.

# Corporate Services

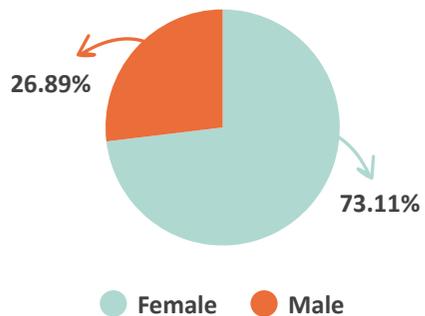
## Annual Staff Numbers by Service



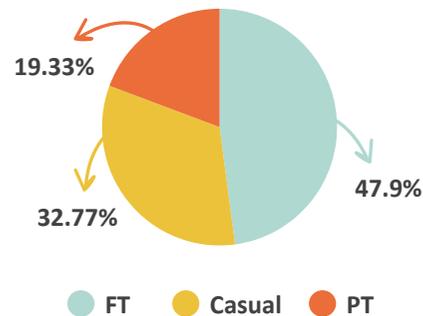
## Average Tenure (months) by Service



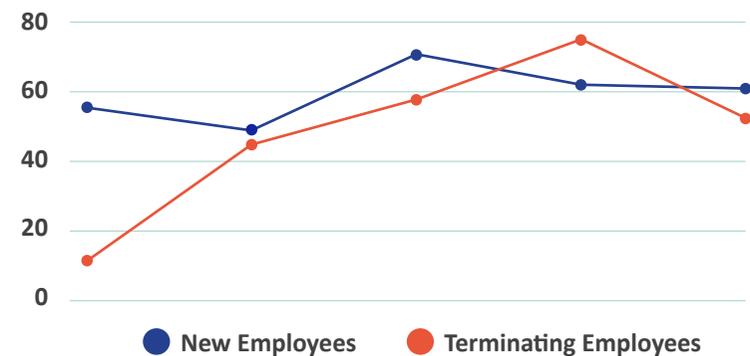
### Gender



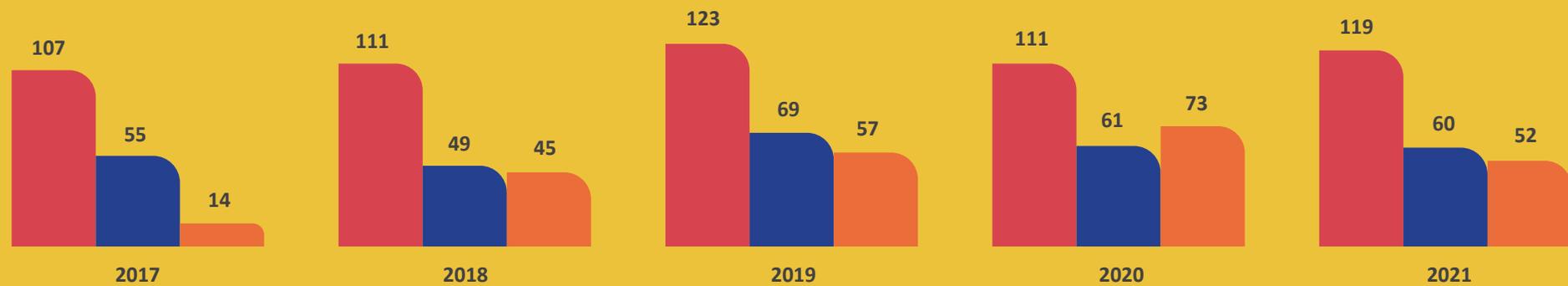
### Employment Basis



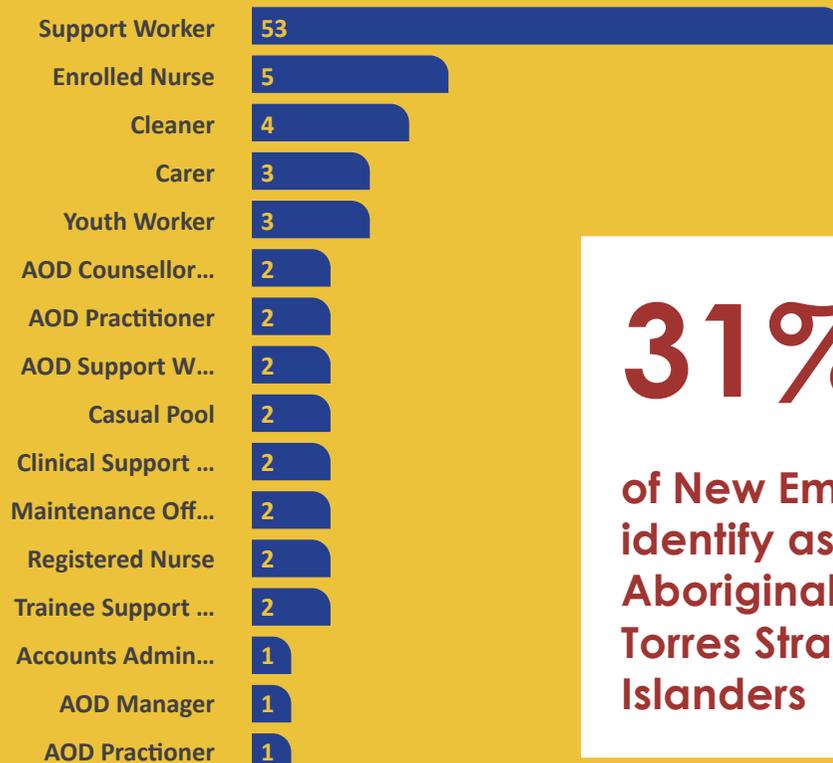
## Trend of Staff Joiners and Leavers



## Frequency of Employees by Year



## Frequency of Job Title



**31%**

of New Employees identify as Aboriginal and Torres Strait Islanders

The average turnover rate for employees is 21 months.

Median Age of Current Employees

**41**

Median Age of New Employees

**38**

Median Age of Terminating Employees

**39**

# Aged and Community Care, Disability Support, Youth, Family and Children's Services



Recruitment and retention of staff also became more challenging as workers typically attracted to aged care roles were unable to come into or move around Western Australia.

In spite of these challenges, the aged care team went above and beyond to provide residents and clients with the highest quality service and holistic care. Staff focused attention on hosting or attending activities and events with residents and clients which included.

- > July Elders Birthday in Roebourne
- > Halloween
- > Melbourne Cup
- > Christmas Day celebrations in the Nick Furnivall wing with a long table Christmas Lunch for residents and staff
- > Outings on country to Millstream, Python Pool and surrounds
- > Visit to Art Groups
- > Cooking at Val and Kathy's community kitchen.

The aged care team was nominated for and won the *2020 WA Regional Achievements and Community Award for Aged Care Employer of Excellence*, which was a proud day for all of the aged care team.

## Aged Care

Yaandina's aged care service provides residential care to twenty ageing community members. The commissioning of the Nick Furnivall Wing means that residential places are now available for ten additional ageing community members. However the new wing remained empty at 30 June 2021 as a result of the challenges referred to in the Chairperson's report.

In addition to this major challenge, misinformation and fear around COVID 19 and the national directive that visitors needed to have a current flu shot to enter aged care facilities, resulted in fewer visits to residents by family members and friends. This caused great distress to the residents and sadness for those who care for them.

## Community Care incorporating Home Care - Aged and Disability Services

Community Care provides services for older people under the Home Care Package (HCP) Program, National Aboriginal and Torres Strait Islander Flexible Home Care Program (NATSIFACP) and Commonwealth Home Support Program (CHSP). The purpose of these programs is to provide culturally appropriate home and day respite care to aged people in Roebourne and surrounding communities including personal care, meals, cleaning, transport and activities.

Community Care also provides coordination and services to people in Roebourne and surrounding communities who have National Disability Insurance Scheme (NDIS) packages including support coordination, core supports and activities that assist with living independently.

The Community Care team had a very busy year with total client numbers continuing to increase. Faced with the challenges of recruiting and retaining staff, our local workforce put in a big effort to provide culturally appropriate care and services to their clients. We continue to deliver best quality care at our day centre and in our clients' homes.

Clients supported in the 2020-2021 financial year include:

- HCP – 10
- NATSIFACP – 19
- CHSP – 29
- Disability Support Coordination – 26
- Disability Support Services - 27



## Family Support

**Yaandina's Family Support service assists individuals and families to respond to specific issues or challenges that are self-identified. The service works with individuals and families one-on-one or in groups and supports clients to connect with community support networks and other resources within their communities.**

Since the commencement of the pandemic, and as a result of confusion and apprehension around COVID-19 within the community, the Family Support service model has become more flexible, as our scheduled programs were not producing the customary number of participants.

To ease the apprehension felt by community members Family Support focussed more on home visits, having yarns and delivering factual information in regards to restrictions within the community and Western Australia; and offering assurance that Yaandina was adhering to all State health regulations.

By doing this over the course of a few months, we noticed a steady return of community members to our well-loved weekly Family Games mornings. This was a positive step toward our goal of providing meaningful community engagement.

Family Support took a different approach with our Yirramagardu Community *Mums and Bubs* Program. This year, during the winter months, we organised the program at various outdoor locations and parks within the City of Karratha. This change had a great response with community members who had previously communicated that they felt more comfortable attending outdoor programs with their babies during the pandemic.

During the year, our number of individual consultations increased significantly, with our focus being on families struggling with financial debt as a result of changes in the Jobseeker stimulus package. Family Support assisted clients with housing issues, potential disconnection of utilities and Centrelink

suspensions. With grant funding from Lotterywest we were able to assist many people through this transitional period, with vouchers and/or food hampers.

The Family Support service ran an Opportunity (OP) Shop every fortnight with clothing and household items kindly donated from people throughout the area. The team was able to support clients with essential clothing, baby items (car seats, cots etc), linen and kitchenware. In addition we had significant contributions from corporations such as Sodexo, Rio Tinto, Woodside and Bonds who generously provided us with much needed furniture, bedding, towels, household items and clothing which have then distributed throughout the community to families in crisis.



During the 2020-2021 financial year the Family Support service connected with Share the Dignity. Its contribution of personal hygiene items is a major advantage for Family Support as it provides a common ground for all women to come together for a yarn and a cuppa. *Share the Dignity* collaborates with various companies and donates handbags filled with cosmetics, toiletries and perfumes. For Family Support, it has been exciting and rewarding to be able to deliver these Share the Dignity bags to the women in the community, especially the Elders.

During the 2020-2021 financial year 847 clients were supported.

## Child and Family Counselling

**The purpose of this service is to protect children and young people aged between 5 and 16 years from sexual abuse and harm, by engaging them, their families and the wider community in a range of therapeutic, preventative and educational activities that promote safety and healing.**

The Child and Family Counsellor spent the year out in the community, delivering programs and activities that the community had requested, which did not have its main focus on one-on-one counselling of children, but culminated in true collaboration and ownership by the community around preventing abuse.

The Counsellor delivered Roebourne's Protective Behaviours Program *Safe Children Make Stronger Children* with the school's Aboriginal Education Officers across all classes from kindergarten to year 10 at the Roebourne District High School (RDHS). At RDHS, the Counsellor was supported to deliver the program with the assistance of men from the community and the Child Safety Response Team. The program will continue to be delivered throughout the 2021 school year.

Throughout 2020 - 2021, the Counsellor worked with groups of community men and women to produce three books entitled *Keep on Telling*, *Proud Dads Proud Pops of Roebourne* and *What Lifts Us Up When We're Feeling Down?* A fourth book is now in development entitled *Keep on Yarning*. This book is a result of women's comments that there is not much use kids telling if no-one's listening.

As a result of community collaboration to develop this series of books there has been a lot of community discussion around parenting, respect and abuse. The ownership and pride felt by the community in the development of these books has led to ongoing and hopefully sustainable prevention activities being undertaken by individuals and families. Yaandina is very proud of the achievements of the Child and Family Counsellor.

During the 2020-2021 financial year, 22 individual clients were provided with counselling services and 82 clients were supported through group work.





## Youth Services

The purpose of Yaandina Youth Services is to provide diversionary and recreational activities to young people between 5-18 years of age to help develop social skills, increase mental health resilience and reduce problematic behaviour. Case management is also provided through our Karratha Service for 11-18 year olds.

The commencement of the 2020-2021 financial year saw a complete lifting of COVID-19 restrictions in the Pilbara however there was still an impact on attendee numbers at both our Roebourne Youth Service (RYC) and our Karratha Outreach Service, with a gradual decrease in attendance reported at both services. Two key contributors to this were:

1. families choosing to remain on country for extended periods; and
2. level of misinformation in the community with regard to service availability.

Both the Family Support and Youth Services addressed the issue of misinformation through continuous updating of brochures and word of mouth with community members.

Leading into the New Year Youth Services started to see regular attendees coming back to the Roebourne Youth Service which was extremely positive. Between both Youth Services we saw a 100% increase in attendance in the first half of 2021.

Ongoing factors impacting the community such as sorry business have a trickledown effect on the children and young people engaged in our programs and can impact general behaviour. With this in mind and because of the difficulties in recruiting and retaining staff, Youth Services focused on inviting community and other stakeholders to collaborate on programs at Yaandina's Youth Centre. This bolstered staff numbers and supported consistent programming.

Youth Services continued to place emphasis on encouraging children and young people to participate in program and activity development. The children and young people guided the development of the April and June school holiday programs in 2021.

Youth Services continued to maintain close working relationships with other stakeholders, organisations and community groups with regular collaboration with Police and Community Youth Centre (PCYC), RDHS, Roebourne Police, Big Hart, Global Roaming Pilbara Foundation, REFAP Remote School Attendance Team and City of Karratha youth team. We continued to refine our data collection process to help shape our program development to best meet the needs of the children and young people we work with. Internally we continued to take a holistic approach with our Youth and Family Services as well as our Youth AOD Services to best meet client need.

### Key highlights for 2020 – 2021 included:

- **Karratha basketball competition summer season** - Out of a total of eight junior teams and one senior team in the competition and around 65 participants; seven teams qualified for finals with five teams progressing to the grand final. Of those five teams, two won championships. We had around 50 parents and community members attend on the final day to cheer the players on as this was a proud day for the Roebourne community. Collaborative partners included PCYC, RDHS, Karratha Basketball Association and Department of Local Government, Sport and Culture (DLGSC).
- **Snack pack initiative with Roebourne Police** - Using residual funds from a Youth Services Woodside community grant during COVID-19, we were able to supply the Roebourne Police with snack packs throughout the 2020 – 2021 financial year. Officers took these packs out on patrol and distributed them to children and young people they saw and interacted with. Roebourne Officer in Charge Senior Sergeant Mark Barrett said this initiative has had very positive outcomes. Further to this, Rio Tinto has generously donated additional funds to keep this initiative going for the next three years.
- **Rekindling Program** - Bangarra Dance Group (Bangarra). Following the success of last year's visit by the Dance Group, Bangarra asked if they could bring their *Rekindling Program* to Roebourne. Rekindling is about connecting back to culture through dance and visual storytelling and is driven by the children and young people. All of the gatherings were successful and this will culminate in a performance at Songs for Peace, a community concert driven by Big Hart on 18 September 2021.
- **The Youth Week Roe Party** - was organised and driven by Yaandina Youth Services. This was an awesome and successful day with over 150 children, young people and community members participating. Youth Services was able to secure a helicopter to provide rides to over 40 young people who were amazed and excited to have this opportunity.

During the 2020-2021 financial year 406 children and young people were supported.

# Alcohol and other Drug Services

## Youth and Community Alcohol and Other Drugs Services

**The purpose of the Youth and Community Alcohol and Other Drugs Services is to promote individual and community well-being and reduce harmful substance abuse through the provision of culturally appropriate AOD prevention, education, treatment, rehabilitation and aftercare services to Indigenous Australians.**

During 2020-2021 the Youth and Community Alcohol and Other Drugs Services placed an increased focus on establishing a through-care service model to ensure a consistent and streamlined approach to service delivery. A key component of this has been integration of intake and assessment processes across each of the AOD services resulting in a singular intake, assessment and referral process. This approach places clients at the centre of the service model and ensures that they are supported through their journey to healthy living. In addition to

streamlining the intake, assessment and referral processes, the AOD teams have enhanced the service to ensure that culturally safe trauma informed practice underpins all therapeutic activities. The following outcomes were achieved by Youth and Community AOD services in 2020-2021.

- **Six trauma workshops were delivered by the Community AOD Services:**
  - Three workshops were delivered from the *Trauma Jigsaw* facilitation resource.
  - Two workshops were delivered from *Hurt People Hurt People* facilitation resource.
  - One workshop was delivered for staff and other professionals in Roebourne and Karratha using the *What's in the box?* facilitation resource.

The feedback from participants indicated that they were better able to understand transgenerational trauma and impact on earlier childhood trauma.

- **Community AOD staff have been supporting Roebourne and Wickham Aboriginal Men to develop a Men's Group. The first meeting is scheduled for the next reporting period.**
- **Community AOD staff have also commenced consultations with community groups and stakeholders to deliver engagement activities including Rowans Walk and RU Okay Day. The outcomes of these activities will be reported in the 2021-2022 annual report.**

- The Youth AOD Counsellor has been working hard to engage and support young people between Roebourne, Karratha and Onslow. He visits the Youth Centres in each of these communities every two to three weeks where he engages young people in activities and supports local youth workers to manage the youth program, especially during excursions such as swimming at Leisureplex pools or Point Samson beach, fishing and playing football and soccer or cricket at the local oval or basketball courts.
- The Youth AOD Counsellor has also been working with Yaandina's Child and Family Counsellor to develop an AOD related board game for young people called Drugopoly. This is based on the game of Monopoly. Two trial game sessions were delivered with young people during the April school holidays. Feedback from the young people is being incorporated into the game to make it even more fun. The game will be launched in 2021-2022.

#### In 2020-2021:

- 130 clients were referred to Community AOD Services.
- Community AOD Services provided therapeutic services to 143 clients.
- Twelve client referrals to Community AOD Services and/or Turner River Rehabilitation Centre were received from Yaandina's Detoxification Service.
- Youth AOD Services provided therapeutic services to 35 young people.



## Mingga Patrol

The Mingga Patrol plays an important role in contributing to community safety, reducing contact between Aboriginal people and the justice and health systems and reducing harm to 'at-risk' community members. The Mingga Patrol is a prevention and intervention service, working to minimise harm from "at risk" behaviours and intervene in situations before actual harm is caused or the situation escalates requiring the intervention of police or other services.

The Mingga Patrol carries out these objectives by employing local people to travel around communities in vehicles and on foot to assist community members who may be at risk of causing community disruption, harm or becoming a victim of harm. The approach is non-coercive and seeks to be culturally appropriate.

Common forms of assistance offered by the Mingga Patrol include:

- > transporting clients to a safe place (such as the Sobering Up Centre);
- > mediating in disruptive situations (when it is safe to do so); and
- > referring clients to other support services.

In 2020-2021, the Mingga Patrol had 3520 instances of collecting and transporting 'at risk' community members to their homes or the sobering up centre. Of the 25 clients brought into the sobering up centre, 13 came into the detoxification service for further support.



## Sobering up and Detoxification Centre

The Sobering up and Detoxification Centre was established to:

- reduce the impact of detoxification on families and the community;
- provide intoxicated people with an accessible, safe, supervised and care orientated environment;
- support intoxicated people to access information and appropriate referrals;
- establish effective relationship and referral pathways with key services including WA Police, Mingga Patrol, hospitals, Mawarnkarra Health Service and local community alcohol and other drug services;
- provide a low medical detoxification and withdrawal service for people with a physical dependence on alcohol and other drugs; and
- increase facilitation of entry into residential rehabilitation programs.

**In 2020-2021:**

- ➔ 25 clients were transported to the sobering up and detoxification centre.
- ➔ Twelve clients transitioned from sobering up to the detoxification centre.
- ➔ Thirteen clients transitioned from sobering up to the detoxification centre and then on to Turner River Rehabilitation Centre.





## Turner River Rehabilitation Centre

Yaandina delivers a twenty four hour a day, seven day a week, 365 day a year therapeutic drug and alcohol rehabilitation service at Turner River approximately 37 kilometres south of Port Hedland in the West Pilbara. This service has been in operation since 2014. There is accommodation for twenty four residents in single and family units within the facility.

The target audience for the service is both females and males aged 18 years and above who are of Aboriginal and Torres Strait Islander descent.

Between 2014 and June 2021, the rehabilitation service supported 223 individuals to address their alcohol and drug issues. Of these, 100 were Indigenous males and 64 were Indigenous females. During this time 26 individuals completed the program and have successfully reintegrated into their communities.

Yaandina's Turner River Rehabilitation Centre (TRRC) uses a therapeutic community model of treatment which the Australasian Therapeutic Communities Association (ATCA) defines as a "treatment facility in which the community itself, through self-help and mutual support is the principal means for promoting personal change within the therapeutic community.

- Within the community: residents and staff participate in the management and operation of the community, contributing to the psychologically safe learning environment where change can occur; and
- there is a focus on social, psychological, behavioural and functional dimensions of substance use to heal individuals emotionally, and support the development of behaviours, attitudes and values that lead to healthy living.

The service comprises referral, education and personal development, family interventions, counselling and linkages with other key service providers including Wirraka Maya Aboriginal Medical Service, Bloodwood Tree Association, Mission Australia and Pilbara Mental Health Services. In addition, aftercare and relapse prevention support are provided for all residents as a standard part of transition treatment. Yaandina's rehabilitation service is accredited against the standard for culturally secure practice. Accreditation under this standard will transition to WANADA's alcohol and other drug service standard post 30 June 2021.

The biggest highlight for TRRC was the achievement of one resident who, after nearly 20 months within TRRC successfully transitioned out into the community. This client is now living independently within the community and undertaking a Triple P Parenting Course. She also volunteers in the local community and is seeking ongoing support and counselling at local wellness centres.

This former resident has written feedback about her experience in TRRC as follows:

*I felt like when I was in the program and then got my little boy back that I was able to be a really good Mum. The staff here helped me to get him back, show me how to be a parent, and ways to best support him and I in the community. I am so thankful of my time in Turner River and to all the staff and managers who helped me get where I am today.*



## In 2020-2021 financial year Turner River Rehabilitation Centre focused on:

- further embedding a strengths based approach within client interactions to ensure interventions are person-centred, that residents are the experts of their lives, and that there is collaboration between residents, staff and other agencies to ensure shared opportunities for success.
- establishment of a resident life skills program which places emphasis on seeking opportunities to promote wellbeing and positive outcomes. This program promotes a safe space for the resident to receive education, training and development in quality life -improved activities (i.e. driving skills, volunteering to pay off court fines, learning how to shop, creating healthy meals, housekeeping and gardening.)
- establishment of the pre-entry facility at TRRC in April 2021. The pre-entry facility has enhanced the through care model of treatment offering residents a supported transition from detoxification to therapeutic community.
- Creating healing spaces to help heal trauma, grief and loss amongst community members.

The TRRC continues to strive to achieve the highest level of clinical efficacy in the application of the therapeutic community model of treatment and provide a unique treatment experience for Indigenous Australians.

Over the last few months our rehabilitation team has been concentrating efforts on strengthening relationships and establishing cohesive partnerships with stakeholders who understand addiction, recovery and support positive outcomes for consumers of shared services.

Our continued commitment to provide AOD services that are designed and delivered in a respectful, inclusive and non-judgemental manner is as strong as ever.

TRRC highlights include:

- referrals from mainstream AOD Services have now surpassed self-referrals which is indicative of a positive, healthy reputation in the region and beyond;
- addition of a 4WD bus to the vehicle fleet to allow on country trips;
- the involvement of community members in an art project with The Junction Co at the Courthouse Gallery;
- community member participation in day trips to Millstream and Cape Keraudren to connect with country and cook bush tucker; and
- an increase in community member interest in photography resulting in on-country photography excursions.



# Our Partners

## Funding

Alcohol and Drug Foundation

Australian Government  
Department of Health

City of Karratha

Department of Communities

- Child protection and Family Support
- Community Funding
- Community Patrols program

Department of Health – WA

Department of Local Government,  
Sport and Cultural industries

Indigenous Employment Initiative

Local Drug Action Groups WA

Lotterywest

Mental Health Commission

National Indigenous Australians  
Agency

Rio Tinto

WA Primary Health Alliance (WAPHA)

Woodside

Yinhawangka Peoples Charitable Trust



# Collaboration

Act Belong Commit

Ashburton Aboriginal Corporation

Bloodwood Tree Association

Child & Adolescent Mental Health Service

City Of Karratha

Crossroads West

Department of Justice

EPIC

FRESH START (Perth)

Gumula Aboriginal Corporation

headSpace

Hedland Aboriginal Legal Service

Hedland Health Campus

Hedland Well Women's Centre

IBN

Juluwarlu Aboriginal Corporation,

Karratha Senior High School

Kimberley Mental Health Alcohol  
Drugs and Suicide Service

Kulka

Mawarnkarra Health Service

MIB Aboriginal Corporation

Milliya Rumurra

Mission Australia

Murujuga Aboriginal Corporation

Mutual Trust

Ngarliyarndu Bindirri Aboriginal  
Corporation

Ngarluma Aboriginal Corporation

Nickol Bay Hospital

Njamal Peoples Trust

North Regional TAFE

NYFL Aboriginal Corporation

One Tree Community Services

PCYC Roebourne

Pilbara Aboriginal Heart Health

Pilbara Community Legal Service

Pilbara Mental Health

Pilbara Population Health

Regional Development Australia (RDA)  
Pilbara

REFAP

Rio Tinto

Roebourne District High School

Roebourne Hospital

Robe River Kuruma Aboriginal  
Corporation

Safe House, Roebourne

Salvation Army Women's Refuge  
Karratha

Second Bite

WA Centre for Rural Health

WANADA

Wangka Maya Pilbara Aboriginal  
Language

Western Australia Country Health  
Services

Wirraka Maya Health Service

Yaburara and Coastal Mardudhunera  
Aboriginal Corporation

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