

annual review  
2015



To make a *difference* by  
providing opportunity

## who are STEPS?

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We're lots of things to lots of people and communities across Australia. We're carers and creators, agitators and innovators, movers and shakers. We provide opportunities for individuals to achieve and shine. We want to make a difference, and we do.

We're a not for profit committed to making a difference by providing opportunity through the provision of services that enable. Whether it's learning, working, supporting or inspiring we help individuals realise their potential and achieve their goals.

STEPS believe that everyone has the right to participate in life fully, free to access places and spaces, information and knowledge, and free from the possibility limiting opinions of others. We're here to build brighter futures.



# MD's message

In 1989 a small group of parents were drawn together by a shared concern for their children's future. They decided to create the change that needed to occur for their child to have a happy, independent life. I was one of those parents all those years ago and I can say first hand that while STEPS has grown and diversified over the last 26 years, we are still as passionate as ever about helping others achieve their life goals and aspirations.

Recently we took some time to review the vision, mission and values that have brought STEPS to where we are today. Invigorated by future possibilities and determined to be the makers of change we decided to replace our vision and mission with a commitment driven by a set of values.

Why? Because at STEPS we are all visionaries, and our mission to positively impact the people and communities we work with is unwavering. This is who we are and is a reflection of the type of workforce we have worked hard to achieve. We



made the change because we wanted to embody our passion and determination in a commitment to the Australian community, a promise that we will accomplish what we set out to achieve. Our new commitment is to make a difference by providing opportunity. The philosophy of teaching individuals the skills they need to set their own goals and path their own road to success is a philosophy STEPS strongly believe in.

Our commitment to our customers may be simple but it's powerful. The values that drive STEPS have been simplified to four key attributes we felt most integral to ensuring our customers receive the service they expect and deserve; a service and business ethic that embodies integrity, courage respect and understanding.

The last 12 months has been a very full and vibrant year for STEPS, and I hope even a small reflection of our efforts can be seen in this year's Annual Review. I wish everyone could see the passion and determination of the people I work with every day, and experience the positive interactions we have with our customers. I'd like to thank the STEPS Board and employees, our most valued volunteers, and our amazing customers for their support throughout the year. I'd also like to thank our partners in the community, in business and in government for their significant contribution to STEPS, and to everyone who has supported us and helped STEPS to become the organisation it is today.

I look forward to embarking on this next year with you all, and what a journey I'm sure it will be.

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# a year in review

## *small changes, big dreams*

STEPS officially changed its legal identity from an incorporated association to become STEPS Group Australia Ltd, a company limited by guarantee

## *better choices, better life*

STEPS Community Services became a host provider under the Queensland Government's Your Life Your Choice model for disability support services

## *pathways to happiness*

A new range of programs was developed to enrich the lives of our Community Services customers, with a main focus on fun. Made up of a range of social, arts and health related activities our customers enjoy improved health and wellbeing, have learnt social and team working skills, and importantly experience greater joy in their lives.

## *awareness for indigenous disability*

The NDCO Aware Project was established with funding from the Department of Education and Training, in consortium with National Disability Coordination Officer Programmes from Northern Qld, Northern SA and the Northern Territory. NDCO Aware aims to develop understanding of how different disabilities are viewed in Aboriginal and Torres Strait Islander communities, and the diversities within distinct cultural groups.

## *hope after prison*

Language, literacy and numeracy support was provided to early release prisoners' training for careers in the Automotive Industry. The joint project saw us working with the Motor Trades Association (NT), the Northern Territory Department of Corrections, the Centre for Appropriate Technology and Charles Darwin University, and went on to win the NT Training Award for Industry Collaboration.

## *promoting mental wellbeing*

The Pet Companions program was established to encourage people experiencing mental illness to seek the support needed to recover by helping to care for pets during periods of hospitalisation or mental duress.

## *working together*

This year we formed significant relationships across our Employment Service Areas with hospitals, mental health organisations, and drug and rehabilitation centres, providing supported employment services to assist in the recovery of mental health clients.

## *supporting future stockmen*

In January we began a collaboration with the Indigenous Land Corporation to train 70 indigenous Australians in a range of Agricultural qualifications. STEPS provide trainees with language, literacy and numeracy training and foundation skills to support their training.

## *creating change*

STEPS National Panel of Assessors Coordinator, Sharon Dulac, was invited to join the Technical Group advising on the development of historical productivity data draft guidelines for use in the supported employment (ADE) sector.

## *success for indigenous job seekers*

A change in government saw the Indigenous Employment Program become part of the government's Indigenous Advancement Strategy (IAS). STEPS deliver services in the Hobart and outer region achieving an 80% outcome success rate for our clients and gaining excellent relationships with local employers.

## *changing lives*

Four new employment sites were opened as part of the Disability Management Services (DMS) contract. These sites provide mental health specific employment services and significantly add to the scope of work we do to support people experiencing mental illness

## *get up and get moving*

We continued working with Rio Tinto Alcan Gove helping Yolgnu men and women undertake training to prepare them for a career in mining as part of the Ralpa programme, Ralpa meaning "get up and get moving" in Yolgnu.

## *industry partnerships for employment*

STEPS Education & Training teamed up with the Housing Institute of Australia (HIA) for the Get Skilled pilot program funded by the Northern Territory Government. 16 Darwin students graduated from the program with skills to start work in the construction industry.

## *holistic roads to recovery*

STEPS were involved in a collaborative research project which proved employment to play an important part in the mental health recovery process. As a result referrals to our employment service programs climb and our workforce expands to help more people experiencing mental illness find work as part of a holistic approach to wellness.

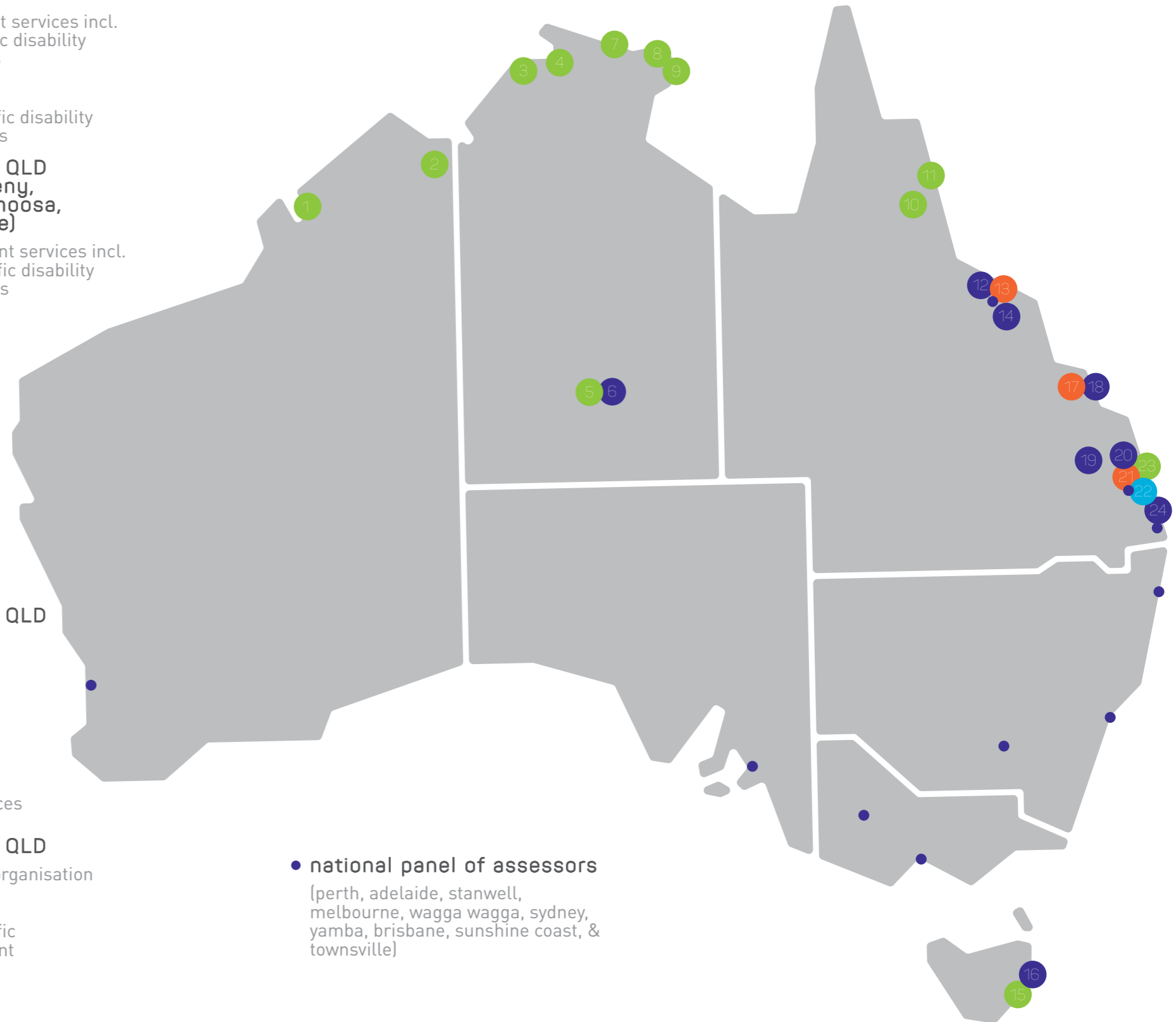
## *passion pays off*

STEPS Employment Solutions won the 2015 Disability Service Provider award presented by the Australian and New Zealand Mental Health Association for our work in assisting people experiencing mental illness into employment.

# OUR footprint

- 1 **derby, WA**  
skills for education and employment
- 2 **kununurra, WA**  
skills for education and employment
- 3 **darwin, NT**  
skills for education and employment
- 4 **gunbalanya, NT**  
skills for education and employment
- 5 **alice springs, NT**  
skills for education and employment
- 6 **alice springs, NT**  
northern territory aged care project
- 7 **alice springs, NT**  
disability employment services
- 8 **milingimbi, NT**  
skills for education and employment
- 9 **galiwinku, NT**  
skills for education and employment
- 10 **nhulunbuy, NT**  
skills for education and employment
- 11 **atherton, QLD**  
skills for education and employment
- 12 **cairns, QLD**  
skills for education and employment
- 13 **townsville, QLD**  
disability employment services incl. mental health specific disability
- 14 **townsville, QLD**  
national disability coordination officer programme (region 22)
- 15 **ayr, QLD**  
disability employment services
- 16 **hobart, QLD**  
skills for education and employment

- 16 **hobart, QLD**  
indigenous advancement strategy
- 17 **bundaberg, QLD**  
care for carers program
- 18 **bundaberg, QLD**  
disability employment services incl. mental health specific disability employment services
- 19 **murgon, QLD**  
mental health specific disability employment services
- 20 **sunshine coast, QLD (caloundra, maleny, maroochydore, noosa, nambour, gympie)**  
disability employment services incl. mental health specific disability employment services
- 21 **sunshine coast, QLD**  
social & community programs  
national disability coordination officer programme (region 20)
- 22 **caloundra, QLD**  
STEPS shared services head office
- 23 **sunshine coast, QLD**  
registered training organisation
- 24 **redcliffe, QLD**  
mental health specific disability employment services





## employment solutions

STEPS Employment Solutions have been providing job seekers with a disability, injury, or health condition with assistance in finding and maintaining work for more than two decades. But STEPS don't just help people find jobs, we build relationships with local employers so that we can better understand their workforce needs and provide the right recruitment solutions.

Additionally job seekers are provided with the opportunity to achieve their career aspirations through tailored support and motivation to succeed.

Our commitment is bigger than this though. STEPS are passionate about improving the work prospects for people with a disability and continue to advocate for workplace equality.



"Our long term goal is to change perceptions about employing people with a disability, and by doing so open up opportunities to our clients that otherwise may have been lost, despite having the willingness, fortitude, and appropriate skills to succeed in the role.

Over the years we have been fortunate enough to work with many businesses who have looked beyond the 'disability' label to find hard working, loyal employees who have remained employed year on end based on their exemplary performance and dedication to the job.

Our hope is that one day all employers will focus on the person and their abilities not the disability".

*Lee-Anne Whalley,  
Manager - STEPS Employment Solutions*

## Disability Employment Services

Disability Employment Services is an Australian Government initiative to help people with a disability to find and keep a job. STEPS Employment Solutions provide Disability Employment Services to 11 communities throughout Queensland and the Northern Territory.

## National Panel of Assessors

The National Panel of Assessors is an Australian Government program providing independent assessment of an individual's ability to participate in the workforce with consideration to physical, psychological or intellectual disabilities. Our Assessors help job seekers overcome barriers to employment through Ongoing Support Assessments, Supported Wage Scheme assessments, and Workplace Modification Assessments.

## Aaron's career blooms at Alice Springs Desert Park



Getting a job at one of Alice Springs' top tourist attractions isn't easy.

But with a little hard work, dedication and a whole lot of passion one young man has remained employment with the famous Alice Springs Desert Park for almost 5 years.

Aaron Curtis got his foot in the door at the Park as a school based trainee studying a Certificate II in Tourism specialising in Guiding.

Throughout his traineeship Aaron showed great work ethic, completing his traineeship while maintaining a casual job at McDonalds, and successfully graduating from high school.

Aaron's duties at the Park have been full of excitement from day one where he began working with the Park's birds of prey.

After months of keenly observing Park guides presenting to tourists, Aaron soon started joining in on talks and Q&A sessions.

He began working full time at the Park speaking to thousands of tourists every year about local flora and fauna, cultural men's business, and guiding visitors on the Park's nocturnal tour.

Today Aaron has moved on to the Park's horticultural department where he is learning new skills such as plant cultivation, land biodiversity and conservation.

Aaron says he wouldn't have achieved what he has today without the ongoing support of the team at STEPS Employment Solutions. "They have always been so supportive, and very respectful".

Aaron is now studying a Certificate III in Land Management while continuing to work at the Alice Springs Desert Park.

While he hopes to one day travel and explore the Northern Territory, for now he is happy continuing doing what he likes the most.

"I love working outdoors, talking with visitors and guiding them through the Park".

# employment for mental health

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Over the last few years we have been working more and more to provide mental health specific employment services in our communities. We understand that the very nature of mental illness means that each of our customers have different requirements in terms of the type of support needed to find work and stay in work.

This year STEPS opened our 8th office dedicated entirely to helping people experiencing mental illness into employment. STEPS have co-location arrangements in place with headspace and Queensland Mental Health and Addiction Services where we support individuals into employment as part of an holistic approach to recovery. We also work closely with local private hospitals and drug and alcohol rehabilitation centres helping their clients enter back into the workplace.

## Partners In Recovery

As part of the Partners in Recovery Partnership Council, STEPS work in collaboration with 14 organisations across the Sunshine Coast and Gympie regions to develop a united and holistic strategy for helping people with severe and persistent mental illness towards recovery. This includes helping carers, family and friends by establishing a network of advice and support services to improve the mental wellbeing of individuals impacted by severe mental illness.



Mental illness can lead to social isolation, low self-esteem, and difficulty in securing or maintaining employment. This causes financial strain creating a hopeless cycle that's simply not conducive to recovery. By providing individualised support into employment we break the isolation and poverty, and as a result we see our client's confidence bloom, and a cycle of positive mental wellbeing form.

*Liza Scriven - Manager,  
STEPS Social & Community*

## STEPS Commercial Cleaning

STEPS provide commercial cleaning services to government organisations and private business.

A major contract with Queensland Health employs 15 STEPS job seekers to provide commercial cleaning at a number of their office locations. Our commercial cleaning services gives job seekers with a disability the opportunity to work knowing they have the support of our employment services team to help them develop skills and maintain long term employment. This year we launched car cleaning as part of our commercial cleaning services which we hope will provide many more of our job seekers the opportunity to participate in the workforce.

# social & community

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STEPS Social and Community encompasses the work we do in the community for the community.

Our social and community programs and services promote wellbeing and quality of life for both individuals and the community as a whole.

We work one on one with people to create positive

living experiences, helping individuals discover and grow to achieve their life aspirations. Our community projects encourage care and respect for our precious resources and local environment, while providing forums for social engagement celebrating diversity and inclusiveness.

Over the next few years STEPS endeavour to continue building our social and community initiatives. We look forward to providing greater support to those in need and help individuals to realise their full potential in life.





## community services

STEPS Community Services provide flexible, individualised services to improve quality of life for our customers. Our services are designed to provide greater well-being, enjoyment, and independence in life.

### Support services include:

- Assistance with day to day activities
- 24/7 personal care
- Supported accommodation
- Recreational and social activities
- Community access and participation
- Self directed funding support
- Help with finding work
- Development of life skills for independent living

### Better Choices, Better Life

As an approved host provider under the Queensland Government Your Life Your Choice programme, STEPS help people with a disability to self direct their funding for disability support services, and gain greater control and choice in life.

### Care for Carers

The STEPS Care for Carers program provides important support to unpaid carers in the community by focusing on individual needs beyond a caring role, and by providing counselling and peer support through group meetings, information and services, and our free Carer Mentor Program. The Care for Carers program is supported by funding from the Australian Government under the Commonwealth HACC program and the Queensland Government.

### Pet Companions

Pet Companions was established to help people experiencing mental illness care for their pets during periods of mental duress or hospitalisation. The program offers peace of mind to pet owners, allowing them to care for their own mental wellbeing with the knowledge that their pets are being cared for.

## the george street nursery

Our nursery is a place where the community can come together and work on projects that reward with tangible results. Volunteers, students, staff and the community working as one to create, build and share.

People come to our garden for many different reasons. Some come to learn new skills and build confidence as they prepare for their journey back into employment. Others gain great satisfaction in giving their time to support our organisation, and some people come for the feeling they get working with the earth and watching things grow. Whether people come to learn, give or grow, STEPS appreciate all of our garden keepers and the achievements we make together.

*"The nursery is more than just growing plants; it's about growing people."*

Bruce Thompson, Nursery Supervisor

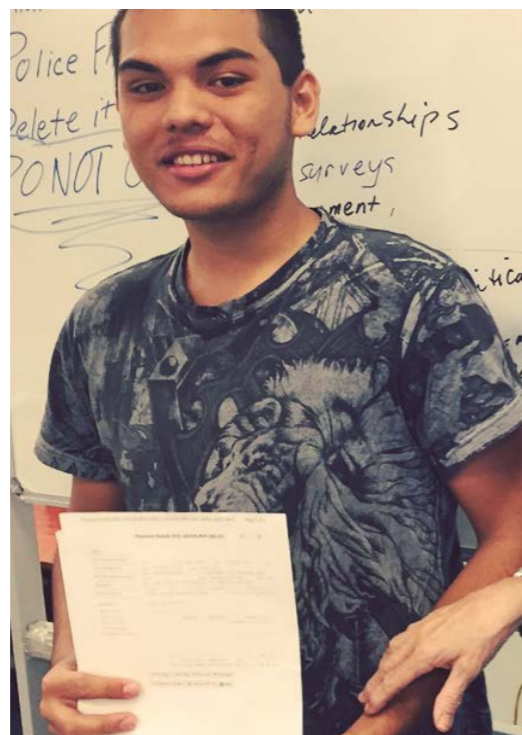


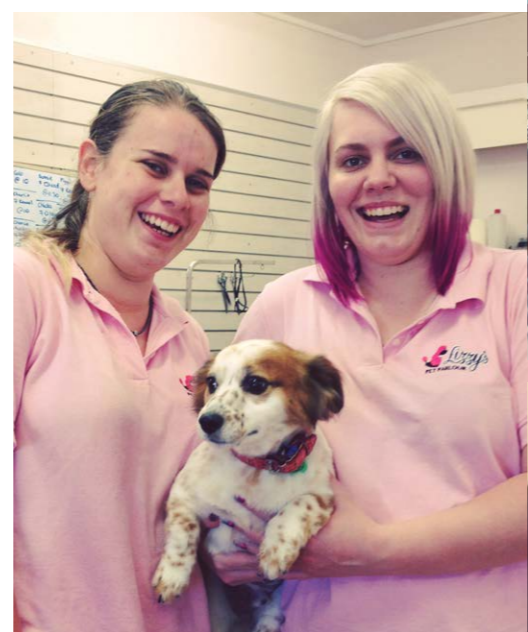
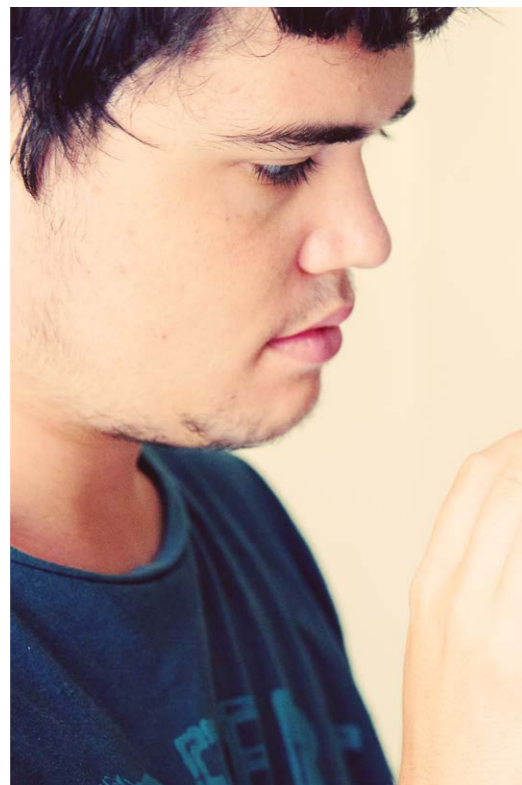
## drive through recycle centre

STEPS are contracted by the Sunshine Coast Regional Council to manage the front end operations and recycle market at Caloundra's Drive Through Recycle Centre. The state of the art waste recycle facility is an essential service to the local community, operating to limit the environmental impact of waste in landfill. Our Mattress Recycling program further reduces landfill by recycling the timber, steel and foam from discarded mattresses. Many items delivered to the Recycle Centre find their way to our recycle market where goods are purchased and given an extended life or upcycled. Over the years we have employed hundreds of people with a disability at the Recycle Centre providing long term employment, as well as skills and work experience helping individuals to achieve their employment goals.



what is our  
SOCIAL RETURN  
on investment?







## education & training

STEPS Education & Training design and deliver training solutions that meet real market needs.

Our focus on industry partnerships and flexible delivery achieves successful outcomes for employers and our students. We believe that by

addressing the needs of our customers we can positively contribute to the social and economic future of a community as a whole.

The geographic diversity of the areas we service position us as innovators in the field of customised training that is responsive to the environments we work in and the broad range of industries we support.

At STEPS our success isn't measured by the number of graduates that pass through our doors, but by the employment opportunities we provide to our students and the solutions we offer for the employers we work with.

## working on the land

### *Workplace English Language & Literacy Program*

The Workplace English Language and Literacy Program (WELL) is an Australian Government initiative that seeks to improve workplace productivity, communications and workplace health and safety in order to improve employment prospects and industry efficiency. The program encourages employers to access funds to improve job security for employees, and to address industry skills gaps.

STEPS work with individuals under the Skills for Education and Employment Programme in preparation for transition into employment. We then work with participants post employment under the WELL program to increase workplace skills and capacity to retain long term employment.

As with all of the training STEPS deliver, we work closely with local employment providers to understand and identify their specific needs, and custom design training that provides the best outcomes for their business.



### *Indigenous Land Corporation*

The Indigenous Land Corporation (ILC) works with Indigenous people to acquire land and manage land in ways that benefit current generations, and into the future. As a host provider of the Australian Government Workplace English Language and Literacy Program, the ILC has partnered with STEPS Education and Training to deliver workplace based skills in remote regions throughout Western Australia, the Northern Territory and Queensland.

Specifically, the ILC and STEPS work in collaboration to provide functional skills for Indigenous people to work on cattle stations in line with the ILC's strategy to support land-based employment and training.

To ensure the best possible outcomes for students, STEPS developed AgrE-learn, a program combining contextualised training delivery with an e learning platform that compliments the activities and environment of a remote working cattle station.

Working closely with local Group Training Organisations, STEPS guide trainees through core literacy and numeracy skills designed to compliment day to day work tasks while undertaking a range of qualifications including certification in Agriculture and Meat Processing.

Our partnership with the ILC has provided us with the opportunity to showcase our expertise and dedication to developing training solutions that get the best results for industries while directly benefiting the future of Indigenous Australians.



# creating pathways to education & employment

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## *STEPS National Disability Coordination Officers*

STEPS National Disability Coordination Officers (NDCOs) support people with a disability in the transition to, and participate in tertiary education and employment.

Our NDCO's establish strategic partnerships that aid the smooth transition for individuals into study and beyond, working collaboratively to reduce barriers to success.

The NDCO Program is an Australian Government initiative.

## *Community and Aged Care*

STEPS Education and Training deliver Aged Care and Community Care courses throughout regional and remote Australia. Our courses are designed in close consultation with local Aged Care providers to ensure our students learn the workplace skills most valued by our local providers.

This approach to training not only makes it easier for our students to transition into employment, but has led STEPS to become a training provider of choice in many of the communities we work in.

## *Aged Care in the Northern Territory*

STEPS work to improve the quality of care for the elderly and people with a disability in remote indigenous communities through the delivery of Aged Care, Home and Community Care and Community Services training.

Training across 14 remote communities in the Northern Territory, STEPS work in collaboration with the MacDonnell Shire Council and Central Desert Shires and local service providers to

plan and develop workforce strategies that promote workplace skills and participation.

This important project not only provides individuals with the skills required to care for people in their community, it also provides the foundation skills for a career in the growing aged care industry.

Training is delivered with the support of the Northern Territory Government and the Department of Social Services.

## *Jobs, Land and Economy Programme*

The Jobs, Land and Economy Programme forms part of the Australian Government's Indigenous Advancement Strategy that aims to improve employment opportunities for Indigenous Australians.

STEPS deliver this programme throughout Tasmania where we work with individuals to identify the support and skills they need to reduce barriers to employment. The level of support we provide is customised to each individual's requirements ranging from language, literacy and numeracy training and interview preparation, to assistance in obtaining a drivers licence and support with health issues.

Our extensive work with the community to identify employment pathways, provide employment-based training and seek out local employment opportunities has seen us successfully place more than 100 Indigenous job seekers into work across Tasmania.

# skills for the future

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A collaboration with the Motor Trades Association (MTA) for the Northern Territory was formed as a result of a proactive move by the peak body to tackle the critical skills shortage affecting the multi billion-dollar industry.

The MTA (NT) approached this skills shortage through an Indigenous Employment Program that comprised of multiple collaborations aimed at gaining training and work outcomes for some of the most disadvantaged individuals across the state.

In conjunction with the Department of Correctional Services, the Centre for Appropriate Technology and Charles Darwin University, a strategy was formed to develop skills in automotive trades while significantly

## SEE program

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STEPS deliver language, literacy and numeracy training to areas in North Queensland, Western Australia, Northern Territory and Tasmania through the Australian Government's Skills for Education and Employment Program (SEE). The SEE programme aims to provide individuals with the foundation skills needed to participate in further study and employment.

Our success has been in understanding local



improving the employability of prisoners post sentence. This strategy was based in part on figures showing that previous prison based skills building projects significantly decreased the rate of repeat incarceration from 50% to just 18%.

Utilising a unique blend of training, language, literacy and numeracy support, work experience, employability skills building, and workplace support, STEPS have helped to guide students through Automotive Vocational Preparation qualifications, in readiness for employment in the automotive industry.

Our work with the MTA (NT) is an example of our innovative approach to training design and our passion for employment outcome focused training. It is in collaborative projects such as this that great outcomes for industry can be achieved along with positive social and economic benefits to the local community.

market needs, and importantly the cultural and physiological needs of our students living in regional and remote indigenous communities, or who identify as migrants and refugees, where barriers to employment are at their greatest.

We aim to support and motivate our students as they aspire to become important contributing members of their communities.

## charity

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The STEPS Charity raises funds to undertake projects in the community that provide positive social impact.

We collaborate with local business, industry and community organisations to develop strategies that promote *inclusiveness and opportunities* for those who need a helping hand.



## pathways campus project

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In 2015 the STEPS Charity embarked on one of its most ambitious projects to date. The Pathways Campus Project was established to support the rights of people with a disability to have freedom and choice about their living arrangements and lifestyle. We were motivated to develop an innovative approach to the disability housing crisis amid climbing statistics of young people living in aged care facilities and hospitals, young people who have no choice about when they eat, shower, or see their friends or family. And we were moved by an aging population of parents fearful for their child's future, not knowing what would happen to their child when they were no longer able to care for them.

Our answer wasn't to develop more disability housing, it was to give young people the skills they need to live independently in their own home.

The Pathways Campus Project comprises of a training facility that simulates an independent living environment, and a training program

where students learn independent living skills. During their stay students are provided with a safe and supportive environment where they learn life long skills, at a pace best suited to their needs, including but not exclusively:

- Shopping for a healthy diet
- Learning to cook nutritious meals
- Budgeting for living expenses
- Personal care and housekeeping skills
- How to access and arrange the services they need
- Communication, interpersonal and social skills
- Conflict resolution strategies
- Use of modern technology including computers, phones and assistive aids

Over the next 12 months we will continue to raise funds through the STEPS Charity so that we can ensure young people with a disability have the opportunity to *live freely*.

# diversity

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From diversity we get to learn about people and culture, and the differences that make our lives more vibrant. Diversity is a great teacher of empathy, respect and understanding. It allows us to grow personally and give back in ways that are more meaningful and valuable.

At STEPS we work with people who come from a wide range of different backgrounds and communities throughout Australia and abroad. Our customers are young and old, have different skills and talents, and celebrate a multitude of cultures that all go to creating our rich social fabric.

Understanding diversity is something we work hard to achieve so that we can provide the best service possible to our diverse customers. One of the ways we do this is by building a workforce that reflects who we work with - a vibrant mix of people of different ages and gender, ethnicity and religion, celebrating different cultures, lifestyles, ideas and aspirations.

Just as we advocate for the right to equality of our clients, we're too passionate promoters of equity in the workplace and actively encourage all of our employees to enact on their human right to be treated fairly and equally at work and in life.



*"We embrace, promote and celebrate diversity in every facet of our business operations."*

*"Our workforce is talented, creative and innovative. We genuinely care about each other and the power of working together as a team to make a difference in the lives of others."*

Lisa Smith,  
Human Resources Manager

## carmel crouch | managing director

As Chair of the Board, Carmel facilitates STEPS Group Australia's strategic planning and major decision making processes. Her in-depth knowledge of not for profit corporate governance, coupled with her service delivery expertise and determination for social equality, has been instrumental in the ongoing success of the organisation.

Carmel has held numerous senior executive roles in a career that spans both the commercial and non profit sector. Carmel is a distinguished community leader and a passionate advocate for disabilities and equal opportunities for all people. This, combined with her in-depth knowledge of contract administration, has led her to play an important role in policy change and implementation. Carmel's innovative approach to service delivery, skilled strategic leadership, and business acumen have been instrumental in the successful growth and diversification of the organisation. Carmel is also the Chief Executive Officer of STEPS' Registered Training Organisation and STEPS International English College.

Over the years Carmel has sat on many committees concerned with social and economic progression and recently served 3 years as a member of the Executive Committee of Regional Development Australia Sunshine Coast. Today Carmel sits on the Caloundra CBD Taskforce, and is a representative for the Partners In Recovery Council for the Sunshine Coast and Gympie Regions. Carmel is also a member of the Australian Institute of Company Directors.

## christine jones | secretary

Starting her career as a legal practitioner in 1986, Christine Jones has held an extensive career in private legal practice and today is a partner in her firm working primarily as a dispute resolution practitioner. During her term as Secretary for the STEPS Board, Christine has provided invaluable direction on matters relating to governance, legislation and mediation strategies. Christine has held the role of Secretary since 2006 and is also a member of Australian Institute of Company Directors.

## helen ferguson | board member

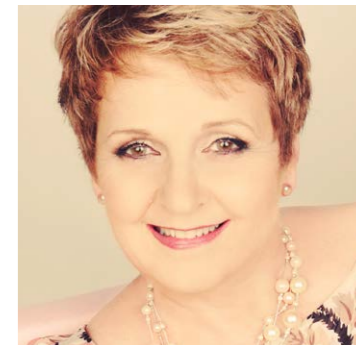
Helen Ferguson has been in private enterprise for more than 35 years and was the Principal Adviser in her own financial planning business. Helen has been instrumental in STEPS' strategic direction having been a Board member since 2003. Helen is very active in her local community and is a member of the Rotary Club of Bundaberg Daybreak, and a Bundaberg District Executive of Scouts Australia. She is a member of the Australian Institute of Company Directors.

## michael lutje | treasurer

Michael is a Chartered Accountant with more than 27 years professional experience, he is partner in his firm and has been the Treasurer of the STEPS Board since 2009. A member of the National Tax and Accountants Association, the Taxation Institute of Australia, and the Australian Institute of Company Directors, Michael provides STEPS with strong leadership in terms of strategic financial planning and decision making.

# meet the board

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# executive leadership team



**bruce eldridge**  
chief financial officer

Bruce Eldridge is a CPA with more than 14 years experience working in commercial and industry enterprise before entering the not for profit sector. As Chief Financial Officer Bruce manages a highly effective finance team and is an integral member of the Executive Leadership Team.

Bruce's applied knowledge of project and asset management, and skill in managing supply chain logistics have been fundamental in STEPS' success in contract delivery and growth. An intricate understanding of corporate governance has led to the smooth transition of large acquisitions and the change of STEPS' legal entity from an incorporated association to a company limited by guarantee. Bruce is a member of the Australian Institute of Company Directors.



**stuart coward**  
executive officer

Stuart Coward is a highly experienced business professional having established a string of successful business ventures in the training, hospitality and employment industries prior to joining STEPS. Stuart's strategic negotiating skills and passion for community development has seen him forge effective partnerships nationally and internationally including the securement of several global sister city agreements.

As Executive Officer of STEPS Group Australia Stuart seeks out innovative partnerships with industry and government that provide opportunities for growth and diversification in line with STEPS' strategic objectives.

Stuart has held a number of community leadership roles and today is a representative of the Qld Health and Community Services Industry Skills Council.



**sam geeson**  
quality and customer service manager

Samantha has extensive experience in the recruitment and disability sectors having held strategic positions in the UK and Australia. As Quality and Customer Service Manager Samantha is responsible for implementing organisation wide quality management systems, ensuring STEPS' activities are compliant with relevant legislative and regulatory standards, and the development of service delivery models for improved contract delivery, staff performance and continuous improvement.

Samantha's passion for providing opportunities for community and economic participation and enacting positive social change can be seen in her work which is driven by the success and experiences of our customers.

As a skilled leader of change management Samantha has been instrumental in managing major projects across the organisation including the implementation of Case Based Funding from Block Grant Funding and achieving ISO 9001:2008 Certification. Samantha holds a BA of Applied Science (Applied Psychology) and a Graduate Diploma in Human Resources.



**shelly campbell**  
general manager operations

Shelly Campbell has more than 10 years experience in the community, employment and Vocational Education and Training (VET) sector and was instrumental in taking STEPS from a local based training provider to one with a national footprint.

As General Manager of Operations Shelly is responsible for the operational, financial and contractual performance of a diverse range of customer driven employment, education and training programs and services. Shelly is also responsible for establishing strategic industry partnerships aimed at connecting disadvantaged learners and job seekers with employers in their local community.

Her expertise lies in the establishment of services in new markets, implementation and management of government funded contracts, development of innovative service models, system design, performance rectification and mentoring high performing teams.

Shelly has a Bachelor of Business and is a regular keynote speaker at national conferences where she shares her knowledge on designing and delivering contextualised training for increased workforce participation.

board of directors & managing director

executive leadership team

### shared services

- Chief Financial Officer & Team
- Quality & Customer Service Manager & Team
- Human Resources Manager & Team
- ICT Manager & Team
- Marketing & Communications Manager & Team
- Administration Team

### employment solutions

- Employment Solutions Manager & DMS Specialist Mental Health Manager
- Site Managers: Aitkenvale, Sunshine Coast Nth, Sunshine Coast Sth, Gympie, Murgon, Redcliffe, Caboolture, Bundaberg, Alice Springs
- Mental Health Coordinator
- NPA Programme Coordinator & Team
- IAS Coordinator & Recruitment Consultant
- Personal Development Trainer
- Employment Consultants & Site Administrators

### charity

- Charity Manager

# our organisation

### education & training

- National RTO Manager
- Training Managers: Cairns, Darwin & Top End, Alice Springs, Sunshine Coast
- Training Coordinator Hobart
- WELL Program Coordinator
- RTO Support Coordinator
- NDCO Coordinators
- Trainers & Assessors
- RTO Performance Team

### community services

- Social & Community Manager
- Community Services Program Manager
- Team Leaders
- Support Workers
- Care for Carers Coordinator & Team
- George Street Site Manager & Team







## partnering for success

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After 27 years in the business of helping people we think we do a pretty good job. But the fact is, we can create a much bigger impact when we team up with other people and organisations who have a shared vision for the future. That's why we have made relationships a key part of our strategy to help us create opportunities and successful outcomes for our customers.

So who are our partners? They are community organisations

and government, training and employment service providers, health and professional services, local employers and industry. And they are mums, dads, sons and daughters. They are carers and custodians, and they are our customers. Our partnerships provide mutually beneficial opportunities, and they create opportunities for the broader community.

Our partners have helped us to create jobs for entire

communities, helped us to provide hope to those who have struggled to find their way, and they have helped us to make a difference by providing opportunities to the people and the communities we work with.

Our partners add value to our business and our customers everyday.

## volunteers

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# 10,472

the average number of hours our volunteers have contributed to STEPS over the last 12 months.

It's easy to say that STEPS could not have achieved all that we have over the last year without the significant contribution of our volunteers. People volunteer with STEPS because they are passionate about the work we do, they volunteer to gain work experience that will set them on path to achieve their career goals, and they volunteer because they have an inherent desire to give back to the community they live in.

One thing we know for sure is that our volunteers are absolutely dedicated to helping STEPS make a positive difference to the people and the communities we support.

To all of our volunteers Australia wide who have worked with us throughout the year to make change happen, we thank you - 10,472 times.

*We know that together, we can do amazing things.*

I have had  
help that has  
**CHANGED**  
me for life

CHANGME DELLER



Registered Training  
Organisation Number 1847



An Australian Government Initiative



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