

**CIVIC**



# 2024 IMPACT REPORT

Civic | human potential, realised

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## **Acknowledgement of Country**

We acknowledge Aboriginal peoples as the traditional custodians of the lands and waters on which we work, live, travel and gather together.

We pay our respects to the Elders past, present and emerging and recognise Aboriginal people as having the world's oldest living, continuous culture with unique languages and spiritual connections to the lands and seas.

In our role as a human services provider, Civic continues our commitment to supporting Aboriginal and Torres Strait Islander people to have a genuine say in the programs and services that impact them. We renew our determination to genuinely listen to and learn from Aboriginal and Torres Strait Islander people and to develop and deliver services and supports that are inclusive and culturally safe for all.

## **Acknowledgement of Lived Experience**

As a disability service provider, we also acknowledge all those in our community with a lived experience of disability.

We acknowledge that each person's journey is unique and valued. We recognise their adverse experience of stigma, but also their strength and resilience.

We respect and value their generous contributions which teach and guide us to continually shape, reflect upon and deliver quality support, from a lived experience perspective.





## Message from the CEO and Chair

Welcome to Civic's annual Impact Report.

This year was especially meaningful for Civic, marking our 65th anniversary as a human services organisation. And while we have taken time throughout the year to look back on our heritage and celebrate our achievements, it has also been a pivotal time for us as we look ahead to the next 65 years.

There is no doubt that the Civic of today is different to the Civic established 65 years ago, by individuals who imagined a better future for their sons and daughters. It is now our responsibility to imagine a better future, perhaps not only for individuals with disability, but for all those who may face disadvantage and for whom we are positioned to support.

As we mark our 65th anniversary, it is important to reflect on the impact and efforts of our people, who – together with our clients - remain the heart of our organisation.

This year we have welcomed new members to our Board, and are grateful for their leadership and governance, which ensures we stay focused on our mission, while embracing strategic opportunities. Our executive and senior leadership also work tirelessly to provide operational oversight and leadership, while embodying the values that set us apart as an organisation. But the greatest appreciation is owed to our service delivery teams who walk, side by side with our clients, every day. The achievements that we celebrate as an organisation are a reflection of the work contributed by everyone in the organisation - it is the work, ideas and energy contributed by everyone at Civic, every day, that adds up to often life-changing outcomes.



Our 65th anniversary coincided with the conclusion of our three-year strategy. This was the first time we had set out a three-year strategic roadmap, outlining the initiatives that would drive us to achieve our strategic goals. With the roadmap as our guide, we have not only ensured our financial sustainability, introducing systems and processes to drive efficiency and quality, we have also laid the foundations for the future of our organisation. Today, we are positioned to expand our impact, and continue to build on our services, ensuring they reflect the needs and voices of those they are there to support.

In line with our strategy, we partnered with Psykinetic to design, pilot and test AI in Health settings; we designed and launched the Big Ideas program, which resulted in five co-designed programs being sponsored by the Board Innovation & Quality Committee; and we completed the expansion of Civic Crew as part of the Ian Potter grant, and launched a new cafe in partnership with St George Community College.

Our strategy also called on us to reflect stakeholder insights in the services we deliver. A key outcome has been the establishment of our Walking Together program, which formalised our co-design approach and allowed us to walk alongside people of all cultures to learn with, explore and change our behaviours. This program also led to our partnership with Moriarty Foundation, through which we have been able to champion diversity and inclusion in sport.

Our commitment to co-design also led us to partner with Council for Intellectual Disability, supporting more than 80 individuals and their families to take part in the 'Your Service, Your Rights' workshops.

Other highlights from our strategic plan include the design and delivery of our LEAD Framework, which defines and builds the capabilities that are essential to developing leadership effectiveness at Civic; our award-winning partnership with ARC Training, providing inclusive vocational training opportunities to 41 employees; and the implementation of our support worker mobile app, connecting our workforce to secure, critical information, wherever their work takes them.

There is no doubt that the services, opportunities and partnerships we have delivered under our most recent strategic plan have been underpinned by a commitment to human rights. Ensuring human rights remain the foundation of our services is not only essential, it's non-negotiable, and Civic is committed to delivering a future that aligns with recommendations of both the





Disability Royal Commission (DRC) and the NDIS Review, both of which envisage a better future for Australians with disability. As an organisation, we believe these reforms are essential to strengthening the foundation of the NDIS and ensuring the rights and dignity of people with disabilities are upheld across Australia.

In line with recommendations of the Commissioners to evolve away from workplaces that can become segregated, we have been walking alongside those with lived experience to explore the evolution of employment services.

Supported by the Department of Social Services' Structural Adjustment Fund, this year Civic has laid the foundations to support more people with intellectual and other disabilities to enter open employment. Working with the Centre for Social Impact at Swinburne University, Civic is embedding the WISE model, extending our Crew Model, and working with local employers to support them to safely employ people with disability in a meaningful and sustainable way. We have also extended our Kitchen and Catering social enterprise, opening two new cafes and kitchens in 2024, offering training and employment opportunities to individuals with disability that will support them on their pathway to open employment.

Similarly, across our housing and living supports, Civic has continued to explore accommodation and support models that demand more of the traditional group home model, and which proactively engage individuals to imagine what supports in the home should look like for them. This year, we co-designed property models, including Streater Place, which officially opened in early 2024 and three further developments are at design stage. We also reduced leasehold costs by 35%, acquired four new properties and advocated for clients seeking sustainable tenancies in properties that suit their long-term needs.

This year we also laid the foundations for the launch of Cawarra Residential as a fully owned subsidiary of Civic in FY25, which will enable us to pioneer the best practice separation of support and tenancy for all tenants, not just those living in Specialist Disability Accommodation.

The launch of Cawarra Residential will also allow Civic to reach new markets through the delivery of social and affordable housing and open new opportunities through Government housing funds.

This need to diversify has been reinforced over the past 12 months as Civic, like all providers, has been forced to navigate pricing decisions and compliance requirements. While we are a for-



purpose organisation, like any organisation, financial sustainability is critical if we are to continue to thrive: there is no mission without margin.

The Civic of today, therefore, is positioned to diversify its services and explore complementary markets. This is not about moving away from what we do best, but about strengthening our foundation, extending our impact in line with our vision, mission and values, and safeguarding our legacy.

As well as establishing Cawarra Residential, we are proud to today be partnering with early childhood intervention provider, Biala Peninsula, extending our impact to Victoria. Located in the Mornington Peninsula, Biala is a likeminded organisation that shares Civic's values and delivers outstanding clinical supports to children and their families. We are delighted and privileged to be partnering with Biala and look forward to supporting them to extend their services.

Our ability to diversify has been enabled by both our efficient operating model and our strong financial position. We continue to face unprecedented financial constraints, yet, as we reflect on the past financial year, we are incredibly proud of what we've achieved together as a community in navigating the challenges and opportunities of a changing disability sector. FY24 brought significant shifts and our resilience as an organisation was tested. But thanks to the support of our staff, partners and community, Civic continues to be a strong, financially viable provider, committed to making a meaningful social impact.

The path ahead will continue to demand financial responsibility, an ability to adapt and a constant commitment to our vision and mission. We thank you for your ongoing support and dedication – together, we look forward to creating a future that offers greater opportunity, inclusion and empowerment for all.

**Annie Doyle, CEO & Les Roelandts, Chair**





## Treasurer's Report

Civic has reported a strong financial result, highlighting our continued growth, resilience and commitment to reinvesting in the communities we support. In FY24, Civic achieved a total revenue of \$67.5 million and delivered an operating surplus of \$652,000. This marks our ninth consecutive year of growth and surplus – testament to our dedication to financial stability without compromising on our mission. This positive outcome allows us to reinvest directly into programs and services that create lasting impact.

Our performance stands out in a sector where many providers are facing financial challenges. Amid these pressures, Civic's disciplined approach to financial management has enabled us to thrive and remain well-positioned to support our community. The balance sheet further reflects our sound financial health, with net assets reaching \$49.9 million – an increase of 11% over the previous year. This growth is largely driven by the strategic expansion of Civic's property portfolio. This year, we acquired four properties at key locations, including Loftus, Camden Park, Barden Ridge and Sylvania.

In addition to these acquisitions, we completed the construction of our flagship Specialist Disability Accommodation (SDA) development in Caringbah, which set a new standard for accessible, independent living. Furthermore, a revaluation of our existing portfolio added over \$4.4 million, further strengthening our asset base and capacity for future growth. Looking ahead, Civic's financial position ensures we are able to continue investing in essential services, expand our reach and meet our long-term objectives with confidence.

**Michael Coughtrey, Treasurer**

A handwritten signature in black ink, appearing to read 'M. Coughtrey'.



## In Memoriam

As we reflect on another year, we take a moment to honour and remember those who are no longer with us. We remember those individuals whose contributions have left a lasting impact on our hearts and work. Their legacy continues to inspire and guide us and we are grateful for the time we shared with them.



### **Stephen Murray**

Born in England, Stephen moved to Australia as a child and lived a full life with a career as a baker before retiring early. He was married with two sons and a daughter. Stephen joined the Civic community after a diagnosis of dementia and was supported by our team in the Blue Mountains.

During his time with Civic, Stephen enjoyed bushwalking, swimming, outings and, more recently, basketball games with his housemates. Stephen was someone who always had a set of drumsticks in hand or music on and will be remembered as a character who was easy to like. As recalled by his housemate, “Muzz the Englishman was a good guy. He’d come in smiling and I liked that.”



## Raymond Brown



Raymond joined the Civic family in October 2023. His move to Sutherland Shire allowed him to be closer to his sister, and they spent most afternoons together catching up.

Raymond was a published author of four books and was a Board Member of the Schizophrenia Fellowship community. He used to lecture about his books and experiences.

Raymond was charismatic, knew what he wanted, and had a very good sense of humor. He loved sharing stories about his early life with anyone happy to listen.

He enjoyed going to Kurnell and sitting by the water whilst enjoying a coffee. The Civic family fondly remembers Raymond for his love of diet coke, shortbread biscuits and 'his smokes'.



## Our Strategy & Impact

2024 marked the conclusion of Civic's first three-year strategy. Designed to deliver on Civic's vision and mission, the strategy introduced three key pillars.

**Vision** Human potential, realised

**Mission** Our mission is to uphold human rights and create change in individual lives and the community, ensuring economic and social inclusion, life long education, access to safe homes and health care.

### 2021-2024 Strategic Pillars

#### IMPACT

**Proudly know the social impact we create and be a voice for change.**

We are effective as a driver of social impact and change in our community.

#### RELATIONSHIPS

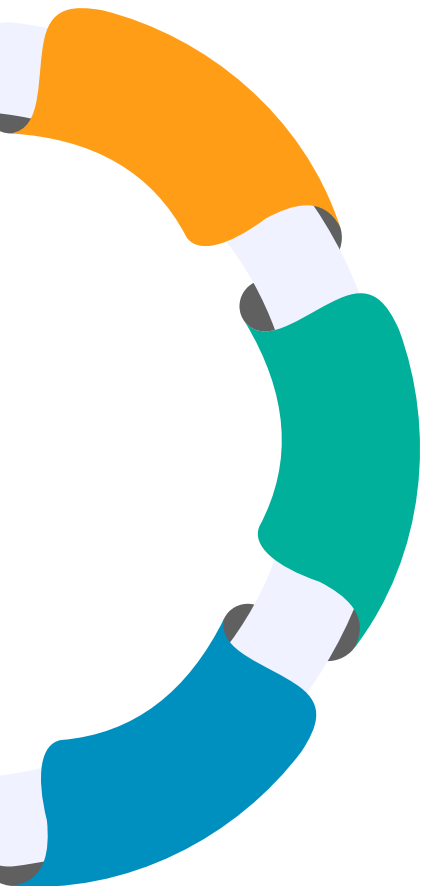
**Deliver market differentiation through a culture of relationship-driven services.**

We reflect stakeholder insights in our service offering and are recognised as a leading employer in the care sector.

#### TECHNOLOGY

**Embed a lean, tech-enabled operating model.**

Deliver a model of financial security and financial asset utilisation that can adapt to change







## **We are effective as a driver of social impact and change in our community.**

Our people can clearly and confidently explain the social impact we generate at an individual, program and organisational level, and discuss how we are specifically working to address key social issues within our community.

- We partnered with Psykinetic to design, pilot and test AI in Health settings. This remains a key initiative for both partners with ongoing applications for investment pending.
- We designed and launched Civic's Big Ideas program, which resulted in five co-designed programs being sponsored by our Board Innovation & Quality Committee
- We completed the expansion of Civic Crew as part of the Ian Potter grant, and launched a new cafe in partnership with St George Community College.

## **We reflect stakeholder insights in the service offering we deliver.**

Our stakeholders know that their insight is valued and we have systematic methods of collecting and responding to insights at Civic. The insights we gather, and our Human Centred Design ethos help us to design a more impactful and future focused organisation with a curated product offering.

- Our cultural Walking Together program established Civic's co-design methodology, walking alongside people of all cultures to learn with, walk with and change our behaviours, one step at a time.
- Our Walking Together program led us to partner with the Moriarty Foundation. Our participation in the Moriarty Cup championed diversity in sport.
- Working in partnership with Council for Intellectual Disability (CID) more than 80 clients and their families took part in 'Your Service, Your Rights' workshops.

## **We are recognised as a leading employer in the care sector.**

Our people tell us that they feel holistically valued and supported in the work that they do at Civic and as a result we have high levels of engagement. Our reputation of culture and the investments we make into our people is well understood in the community and sector.



- We were successful in being recognised as a winner of the Australian Business Awards Employer of Choice. Civic's annual engagement survey shows employees are more likely to recommend Civic as a great place to work than industry standard.
- We designed and launched our Leadership Framework (LEAD), which defines and builds the capabilities that are essential to developing leadership effectiveness.
- We cemented our partnership with ARC Training, providing vocational learning opportunities to 41 employees.

### **Embed a responsive, repeatable and tech-enabled operating model.**

Our internal culture is positive and agile as the processes and technology that support the organisation are designed and managed with efficiency in mind. All stakeholders can confidently complete their tasks in a simple and streamlined manner.

- We put technology at the core of our strategy. Key operating platforms were upgraded, implemented and embedded to unlock value for clients, employees and other stakeholders.
- We upgraded the Intranet. Documentation management was simplified and we introduced templates, making it easier for staff to find and use what they need.
- We introduced the Hive Mobile App, supporting our workers to access information and notes wherever their work takes them.

### **Deliver a model of financial security and financial assets utilisation that can adapt to change.**

Our business has a financial model that allows us to respond to shocks and adjust to ever-changing market conditions. We utilise our assets – both capital and human – to maximise the return to Civic's innovation and impact-driven initiatives.

- We co-designed property models, including Streater Place, which officially opened in 2024. Three further developments are at design stage. We also reduced leasehold costs and homes by 35% and acquired a four new SIL homes.
- We laid the foundations for the launch of Cawarra Residential as a fully owned subsidiary of Civic in 2024. Cawarra Residential will enable Civic to offer best practice separation of support and tenancy.
- We secured funding from the Structural Adjustment Fund to develop our employment offering and provide new pathways to employment for people with disability.





## Our People

We celebrate the dedication and hard work of our people and are proud to highlight the milestone achievements of our employees over the past financial year.

### **Celebrating 5 years of employment at Civic**

Jordan Obert Mapfumo, Support Worker

Martha Boateng, Support Worker

Corinne Lomas, Support Worker

Mohammed Kawser, Support Worker

Sage Finnerty, Support Worker

Juddy Njogu, Support Worker

Basil Mathews, Support Worker

Benjamad Susuk, Crew Leader

Anila Dhimitri, Senior Crew Leader

Dipak Dhungana, Support Worker

Christine Atkins, Support Worker

Mark Mckelvie, Cafe Hand

Melike Eyuboglu, Support Worker

Marianne Kaspar, Support Worker

Narayan Dhakal, Support Worker

Elizabeth Lagazio, Support Worker

Ljiljana Bodiroza, Support Worker

Deborah Napier, Accounts Payable Officer

Esther Gunda, Out of Hours - Practice Leader

Kelly Young, Support Worker

Brent Bell, Senior Quality & Compliance Manager

Kim Lowe, Crew Leader

Joel Grove, Senior Manager, Cafe and Catering

Kayo Yokoyama, Support Worker

Kudzanayi Mujuru, Support Worker

Prakash Kandel, Support Worker

Nabaraj Kharal, Support Worker



Katrina Moshovos, Process Worker  
Felicity Pulver, Process Worker  
Josephine Marsh, Support Worker  
Maunga Taoro, Support Worker  
Deborah Mulcahy, Support Worker  
Kritika Goundar, Practice Leader

### **Celebrating 10 years of employment at Civic**

Ivanna Ferrera, Support Worker  
Jarrad Langmead, Support Worker  
Geoffrey Greenwood, Process Worker  
Alexander Dodd, Process Worker  
Joby Joseph, Support Worker  
Justin Lund, Senior Account Manager  
Annette Connolly, Operations Manager, Accommodation  
Hany Ghobrial, Support Worker  
Ranjeeta Poudel Adhikari, Support Worker  
Arielle Woodleigh, Process Worker  
Craig Raggett, Support Worker

### **Celebrating 15 years of employment at Civic**

Elisabeth Bell, Support Worker  
Martin Buckmaster, Support Worker  
Kamal Rababi, Crew Leader  
Sarah Harris, Support Worker  
Sukesih Rust, Accounts Receivable Officer  
Jasmine Hollier, Process Worker  
Steven Randall, Process Worker

### **Celebrating 20 years of employment at Civic**

Vincent Xuereb, Process Worker

### **Celebrating 25 years of employment at Civic**

David Gibson, Senior Operations Manager, Industries  
Bronwyn Afflick, Wellbeing & Inclusive Practice Lead  
Bruce Kilkeary, Process Worker

### **Celebrating 30 years of employment at Civic**

Ainslee Jones, Process Worker  
Natasha Clark, Process Worker  
Chris Wilder, Process Worker  
Kenneth McGlenn, Process Worker

### **Celebrating 40 years of employment at Civic**

Karleena Nobbs, Process Worker

### **Celebrating 45 years of employment at Civic**

Bruce Polkinghorne, Process Worker

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## Welcome to Our New Board Members

**This year Civic welcomed two new Board members to the Board of Directors**



### **Vicki Weeden**

Masters Nursing (Clinical Leadership)

Vicki joined Civic in 2024 and has held many executive roles across a diverse range of portfolios including Rehabilitation, Aged Care, Redesign and Clinical Services before her current role as General Manager, The Sutherland Hospital & Garrawarra Centre.



### **Natasha Gerhardt**

BCom, CA, Master of Laws-LLM, Human Rights

Natasha joined Civic as a Director in 2024. Natasha is a commercially focused finance, technology, risk and governance senior executive with over 20 years-experience working in ASX listed companies across a variety of industries as well as the not-for-profit sector



## Our Stories, Our Impact

### Cooking Up New Pathways to Employment

**This year Civic expanded its Kitchen and Catering social enterprise, with the opening of two new cafes and kitchens, with Civic Cafe and Canteen in Jannali and Civic Burger Kitchen in Nowra.**

Affectionately known as CBK, Civic Burger Kitchen is a cafe and burger restaurant, serving students and the general public at TAFE NSW, Nowra. As well as burgers, the kitchen is cooking up pathways to employment for people with disability in the local area.

“We have recognised for a long time that there’s a need for inclusive workplaces for people with disability looking to learn new skills before entering mainstream employment,” says Joel Grove, Senior Manager, Civic Kitchen and Catering.

“Civic now operates six cafes, canteens and kitchens that not only provide a great service to their local neighbourhoods, but which provide opportunities for people with disability looking to enter the workforce for the first time while receiving supports as they learn employable skills across hospitality.”

CBK opened its doors in July, just in time for students returning to their studies after the winter break. Located at 60 Beinda Street, Bomaderry, the café is also open to the public, welcoming anyone who wants to try a delicious burger, complete with “CBK Sauce”.

CBK is Civic’s second site in Nowra, complementing the established Café on Illaroo road. Working across both sites, Head Chef Matthew supports a number of people with disability in





permanent employment, including Sarah Elliott, who has just three per cent vision.

“Civic have been incredibly supportive,” Sarah says. “These guys have given me the opportunity to do what open society says is impossible. And they’ve stood by me. And that means the world.”

## **Commitment to a More Sustainable Future**

**This year, Civic took a significant step forward in its commitment to a more sustainable future, partnering with the NSW Government to participate in the Sustainability Advantage program.**

Through the Sustainability Advantage program – which has been supporting organisations for more than 18 years – Civic will be supported to accelerate its adoption of sustainable practices.

The first step in this journey was to highlight priorities, and senior leaders from across Civic met to take part in a diagnostic workshop, designed to identify areas of strength and areas for immediate and future focus.

By collectively discussing a series of questions, the team was supported to create a five-year plan, with critical milestones identified for years 1-2 and 3-5.

“We hope that by taking part in Sustainability Advantage we’ll be able to embed sustainability into our everyday practices,” says Kate Smith, COO and an active member of Civic’s Green Warriors group, which is championing sustainability.

“Through the partnership, we will be supported to not only set and achieve ambitious targets, but we’ll also benefit from networks and collaborations we otherwise wouldn’t have access to.”

The partnership is testament to Civic’s commitment to environmental and social sustainability and we look forward to coming together in the months ahead as a positive force for change in our community.



## Walking Together

Fostering an inclusive environment and promoting cultural connection is not just a commitment—it's a way of life at Civic. This year we continued our commitment to building genuine relationships to form true allyship through partnering and walking with First Nations peoples.

We extend our heartfelt gratitude to Sharlene Mckenzie OAM for her wisdom and guidance, which enrich our collective journey towards reconciliation.

In the lead-up to National Reconciliation Week 2024, the theme “Now More Than Ever” prompted us to consider the actions we can take to build a more inclusive Australia. Yarning Circles held across the organisation provided a platform for employees and clients to come together, share their stories and show support for a unified future. Yarning circles, held throughout the year, have also served as powerful demonstrations of inclusion, reminding us that every voice matters.

This year, clients, employees and members of the Board also took part in an Aboriginal mapping exercise. Led by Sharlene, clients Rodney, Kat and Barb worked alongside Chairman, Les Roelandts, and other employees to identify the areas in which Civic currently provides services. Through the exercise, we learned the traditional land names of each area, along with the totem and what it represents. We talked about our current connections in these areas and how we can strengthen these connections further.

During Reconciliation Week, Civic was honored to be joined by Aunty Yvonne of the Gleagal, Bidjigal People of Wollangang Tribe, along with Sharlene Mckenzie, Shaylee Matthews, Levii Griffiths





and Kara Richardson from Allawaw, for a Reconciliation Week morning tea.

Graham Avery from Sutherland Shire Council performed a smoking ceremony - a traditional practice to cleanse the old and welcome the new.

We also had the privilege of hearing from client Kat, who has been working closely with Kara to explore and understand her cultural identity. Kat shared her story through traditional painting and carvings on a boomerang, illustrating her connection between art and culture.

In partnership with the community, Civic also renewed its Statement of Commitment. The signing of this document cements our commitment to take an active role in closing the gap by ensuring that cultural connection remains part of who we are and how we operate.

We are grateful to everyone who has joined us on this journey so far and look forward to continuing our efforts to build a more inclusive and connected community. Together, we can create a future where cultural understanding and unity are at the forefront of everything we do.



## Extending our Impact

### **Biala Peninsula**

This year Civic entered into a formal partnership with Biala Peninsula, a well-respected NDIS-registered provider of early childhood supports, based in the Mornington Peninsula region of Victoria.

Under the partnership, Civic will provide organisational governance, operational leadership and administrative (back office) services including payroll, recruitment and marketing, to Biala.

Biala comprises a team of 40 therapists who deliver supports such as occupational therapy, speech pathology, counselling, psychology and other specialist early childhood supports to around 500 children and their families in the region. With a 40-year heritage, their purpose is to walk alongside children and their families to provide safe, nurturing, high quality programs through inclusive learning environments, therapies, support services, information and training.

Civic is delighted to be partnering with a like-minded organisation, whose services complement those we deliver, and look forward to the opportunities this partnership presents.

### **Cawarra Residential**

Civic also took steps this year towards the establishment of Cawarra Residential as an independent provider of tenancy and property management services, allowing Civic to reach new markets through the delivery of social and affordable housing and opening new opportunities through Government housing funds.





Cawarra Residential is a registered charity and community housing provider and will in the future provide tenancy and property management services for Civic as well as other organisations.

Civic takes its responsibility to safeguard tenants extremely seriously. To do this it's important tenants receive their tenancy and disability supports from two separate entities. This separation was a key recommendation of both the National Disability Insurance Scheme (NDIS) Review and the Disability Royal Commission (DRC) and is something Civic has been working towards for some time.

As we look ahead to the new financial year, we look forward to the opening of Cawarra Residential's first affordable and social housing development in Hinkler Avenue, providing affordable and social housing opportunities to nine individuals in the heart of Sutherland Shire.

# CIVIC



# THANK YOU

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