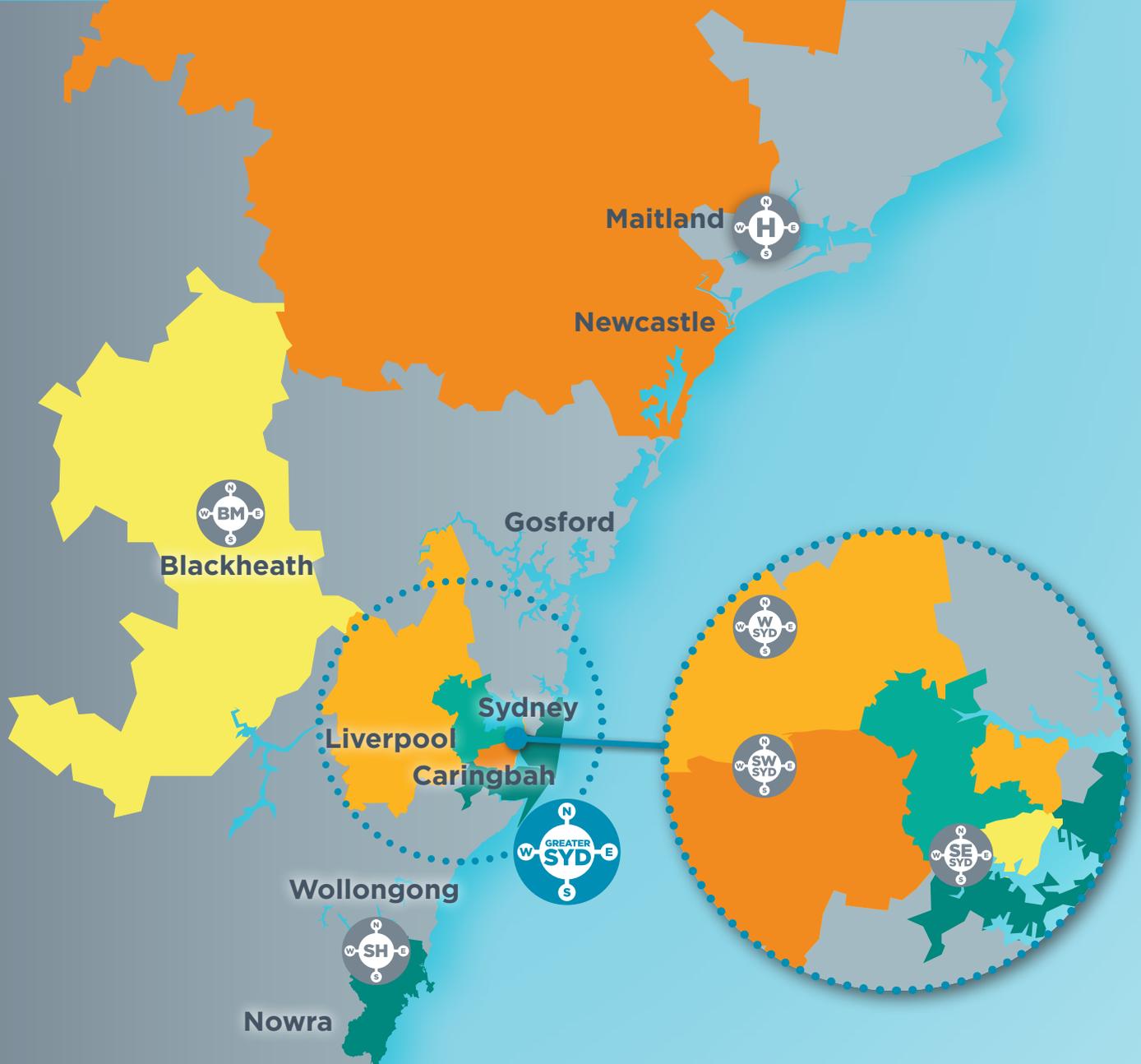


**ANNUAL  
REPORT  
2017**

**CIVIC**





- *Registered by the Office of the Children's Guardian (OCG) to provide Voluntary Out-Of-Home Care*
- *Complies to the National and NSW Standards for Disability Services (National Standards)*
- *Complies to the Home Care Standards as set out by the Australian Aged Care Quality Agency*



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## FROM THE CHAIR & CEO

Civic has been a part of the greatest social change in the past 12 months under the NDIS. This change has ensured that people with disability now have greater outcomes and the choice and control they need to lead fulfilling lives.

**C**ivic has embraced this change and supported our clients to transition by offering innovative service delivery, greater participation in community, new accommodation opportunities and great working conditions.

Civic has assisted 100% of clients in South West Sydney, the Blue Mountains and the Hunter regions to gain an approved NDIS plan, along with 35% in South East Sydney to date with 100% completion in the 2017/18 year. We will continue to support clients with their first plan and subsequent reviews so they receive a package which is right for their needs.

In this challenging environment, we are pleased to report a successful year with a stable financial position that enables us to look forward to the future with confidence. Our operating surplus and healthy cash balance allows us to continue to invest in opportunities to improve and broaden our services.

Last year marked the end of the transition from large residential centres into community homes across NSW. We were honoured to welcome new clients into our Loftus and Oatley homes and Annie was privileged to attend the Metro Residences Gala Dinner with clients.

Other achievements include the launch and growth of our Children and Young People's Services with accommodation services, respite services and vacation care programs.

It was also a significant year for Civic Industries, starting work with the Defence Force and bringing on a second mowing crew. This growth helped Industries beat budget and return a surplus. Civic year in, year out continues to be an invaluable place of employment.

Investment in technology has brought about increased efficiencies for staff and improved safeguards for clients. The increased complexity in business processes that the NDIS brings necessitates investment that will continue for some years as the business continues to evolve.

We have had much to celebrate this year including official openings, international celebration days and expansion of our accommodation services. We celebrated the Defence Administrative Assistance Program, the Hurstville Community Hub, residence openings and the renovated commercial kitchen. The Civic-branded buses came to visit us, and of course, the Nowra café opened.



| L to R: Les Roelandts, Director; Annie Doyle, CEO; Amanda Findley, Mayor of Shoalhaven; Luke Streater, Chair

*“The ‘Employee of the Month winners’ continue to delight and amaze us.”*



We thank all those VIPs who came along to celebrate with us, including the NSW Minister for Disability, the Mayors of Sutherland and Nowra, the Federal Treasurer, Federal and State MPs and many others. We are fortunate to have so many energetic supporters and we are delighted that you could join us.

Underpinning all of these endeavours is a strong sense of continuity and community. The people in Civic remain at the heart of all that we do.

2016-17 saw a record number of new staff employed at Civic. They join us at an exciting time and we look forward to seeing them support clients to achieve amazing things while developing their own skills. With their help we have implemented a number of initiatives to further empower staff this year. The ‘Year of the Support Worker’ program has been recognising expertise and sharing knowledge, and the attendance of support workers at the Managers’ Conference for the first time was a great success.

The ‘Employee of the Month’ winners continue to delight and amaze us. Winners have been individuals and teams nominated by families, line managers and colleagues for significant contributions to Civic and clients.

Going “above and beyond” was a common theme in the nominations as well as demonstrating the organisation’s values.

We would like to acknowledge all our grant funders, volunteers, partners and friends. Whatever your contribution – large or small – it supports those with disability and we would like to thank you. Civic clients and staff are also volunteers. Clients from the Blair Athol house volunteer at Campbelltown Animal Care Facility, Anthony volunteers with Foodbank on a weekly basis, Jerry shares his extensive gardening knowledge at North Sydney, and clients from Raglan house volunteer with the Period Project.

2017/18 is already shaping up to be an incredible year filled with exciting opportunities including autonomous teams and the culmination of an innovation journey we have been embarking upon. 2018 is also Civic’s 60th birthday! We are very proud that Civic has been supporting clients since 1958 and look forward to celebrating with clients, staff, families and friends in a year-long program of events.

Warm regards  
**Luke Streater, Chair**  
**Annie Doyle, CEO**

*In the spirit of Reconciliation, Civic acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of this country, and their connection to land, water and community. We pay our respect to them, their cultures and customs, and to Elders both past and present.*

# HIGHLIGHTS OF THE YEAR 2016-17

## SUPPORTING INDIVIDUALS TO REALISE THEIR POTENTIAL

- 2,000 pre-planning support hours provided by NDIS Team to prepare people for the NDIS
- 6,500 hours of support coordination delivered to build capacity of individuals accessing services
- 100% of clients in South West Sydney, Blue Mountains and the Hunter have an approved NDIS Plan



## CUSTOMERS ARE THE FOCUS

- 1,920 customer enquiries managed by our dedicated Customer Service Team
- Spoke to 2,000 people about how to make the most of the NDIS at forums, expos and in meetings
  - Hosted 45 Information Sessions to discuss topics like NDIS, accommodation options and work skills
- Five new supported living houses opened to meet increased demand



## PIONEERING NEW OPPORTUNITIES

- Social enterprise Nourish Kitchen + Café opened in Nowra
  - Expansion into new locations - SWS and the Shoalhaven
- \$15,000 of new machinery purchased for Industries to allow printing and labels to be applied directly to products
  - Children's services launched to almost 100 new clients
  - Partnership with Department of Defence to deliver new employment opportunities to people with disability
- \$225,000 received from grants and tenders dedicated to new projects like a new industrial cooking facility for clients



# HUMAN POTENTIAL, REALISED.

## BUILDING A FIRST-CLASS WORKFORCE



- A strengthened intake process that puts the clients firmly at the centre of the decision making process
- Values and skills based recruitment and performance approach embedded
- More than 80% of staff received training and coaching
- Staff numbers increased by 39% and retention rates grown to 89%

## OFFERING GREAT VALUE

- 
- Introduction of an outcomes tracker to ensure people are effectively achieving their goals
  - Technology enhancements delivered to enable staff to communicate better, be more responsive and mobile
  - Increase in permanent full-time and part-time staff to increase consistency for clients
  - Client and staff matching programs in place
  - Certified to deliver services to international and national standards (e.g. ISO 9001:2015; National and NSW Standards for Disability; Home Care Standards)

## BRINGING THE COMMUNITY TOGETHER



- Partnerships with La Trobe, ACU, Macquarie, Sydney, Western Sydney and Wollongong Universities for research and work placements
- 1,936 hours of work placement for clinical students
- New connections include Kurranulla Aboriginal Corporation, YMCA, FOCAS, Kogarah DAS, Department of Defence and local schools
- Diversity strategy enacted with a statement of commitment to the traditional owners of the land, multilingual and accessible materials
- Integrations with New Era and RecAbility
- Priceless memories created together through community volunteers supporting clients to attend holidays and outings



## SERVICE IMPROVEMENTS

Civic is committed to providing quality services and supports by realising that every moment has potential for contribution and success. We listen to the individuals that are central to our services and strive to exceed customer expectations for every person, every time.

**Q**uality management is integrated into Civic's strategic, business, operational and service planning processes and practices. Our internal systems and processes are continuously reviewed, monitored and improved through a variety of ways, including external and internal audits, feedback, customer and staff insights, surveys and analysis of data and trends. This ensures that our quality management system is effective, achieving improved results and ensuring optimum outcomes.

**Civic's Pillars of Practice** guide our work and assist staff to develop strong relationships and build trust with everyone who accesses Civic services. We are:

**INCLUSIVE:** we respect diversity and learn from all individuals. We are open to new ideas and ways of doing things.

**PERSON-FOCUSED:** we focus on what people can do by understanding and valuing the choices people make in their own lives.

**BUILD CONNECTIONS:** we support people with opportunities and pathways for connection, personal development and success.

**ADAPTIVE:** we encourage and support people to gain skills and use available resources to enhance contribution and engagement in people's chosen environments.

**RESPONSIVE:** we are proactive and responsive to understanding an individual's requirements. We involve people in informed decision making and solution-focused thinking in the pursuit of their goals and outcomes.

Our policies and procedures reflect our commitment to providing an environment where the health, safety and welfare of clients and staff is always the first priority.

## BUSINESS EXPANSION

This year we were delighted to welcome new clients, staff and volunteers from ADHC Metro Residences, Nourish Kitchen + Café in Nowra, New Era, RecAbility and the YMCA.

This means we are able to provide more choice in services for clients. Clients can now 'pick and mix' from a wider selection of activities – perhaps going swimming with the Hurstville Hub clients on one day, making cupcakes at the New Era Hub the next, and learning photography at the Sutherland Hub on another.

Civic are delighted to now offer an amazing range of learning activities at the Civic New Era Hub in Sutherland.

After learning that a popular café and general store in Nowra was closing down, Civic stepped up to ensure the continuation of employment opportunities for people with disability in the Shoalhaven community. The building received a facelift with new floors and interiors and more importantly the installation of a state-of-the-art coffee machine.



*“We are constantly evolving and improving in order to provide a better service to clients.”*

*- Kate Smith, GM Business Development*



Many of the former supported employees have undergone training in hospitality and catering and are working in the café again. Support and feedback from the local community has been fantastic and the Mayor of Shoalhaven officially opened the new social enterprise.

The re-launch of Civic holidays mean clients have the opportunity to go on supported holidays in NSW, Australia and overseas. A greater range of outings mean there's something for everyone.

In early 2017, Civic launched a range of Children and Young People's services. This has opened up great opportunities to provide additional support for clients and families – and the feedback from families has been fantastic. See page 12 for more information.

Civic's community hubs have undergone a rejuvenation with the opening of the Hurstville and New Era Hubs and the expansion of services in Sutherland and Wattle Grove.



## PRIDE IN HIS WORK

**“Our son always wanted to have a job like his siblings and has wanted to feel that he can do what everyone else does.**

**When the café closed its doors he was devastated and our whole family suffered along with him.**

**With Civic taking on the café and expanding here in the Shoalhaven, we can only see a brighter future for our son and others who have a disability.**

**To see our young man smiling and happy, on his first day back at work at the café was wonderful.**

**All we have ever wanted is to see a fulfilled happy and contented son, contributing what he can and fitting in.”**

**Parent of Matt, Nourish Kitchen + Café employee.**



# SERVICE IMPROVEMENTS (CONTINUED)

## BUSINESS MODELS

We are investigating different business models to improve the efficiency of the organisation and ensure that clients are at the centre of everything we do. We are currently working with the Nowra team to explore an autonomous approach.

## IMPROVED AND EFFICIENT SYSTEMS

Streamlining the systems and processes and keeping on top of technology is imperative as we embark on the NDIS. We have launched new systems this year to improve services to clients, improve business efficiency, and enhance communication.

New HR and Time Management systems are creating efficiencies in rostering, NDIS claiming, and payroll.

A Cash Management System is reducing data entry and saving time across the business.

Civic Connect, a new internal communications platform, enables the sharing of client stories, and the keeping all of Civic up to date.

## 24/7 ON CALL FOR CLIENTS

Civic improved the overnight and weekend support for clients and families to make it more accessible. The 'on-call' service was first piloted in supported accommodation and drop-in support. When it proved to be highly successful, all clients and families were introduced to the streamlined facility.

## EMPOWERING EMPLOYEES

A new initiative has been the 'Year of the Support Worker'. The project looks at ways to improve communications and create opportunities to share skills, interests and expertise.

A mentoring and buddying system has also been introduced for new staff.



## CUSTOMER SERVICE

The new Customer Service team have made it easier to contact Civic and get a quick response to enquiries. As the Civic community grows, it's important to keep everyone connected.



The **NDIS** is here. As of 1 July, the NDIS became fully operational across the whole of NSW. More than 54,000 people have already joined, with a further 60,000 expected to join in 2017-18.



**D**uring 2016-17 Civic built a team of NDIS and Support Coordination staff to support clients to transition to the NDIS journey and beyond.

The team, along with practice leaders and support workers, have been supporting clients and families in South East Sydney to prepare for the transition. In South West Sydney, the Hunter and the Nepean Blue Mountains clients were supported to transition to their first plan and then prepare for their upcoming review.

**The NDIS team has been supporting clients and families by:**

- Holding group information sessions to educate clients and families about how the NDIS will affect them
- Holding one-to-one meetings to assist in setting goals, interpreting NDIS 'language' and understanding plans
- Attending planning meetings with Local Area Coordinators
- Providing Support Coordination

- Developing materials including an Easy English document to explain NDIS meetings
- Implementing participant plans - putting services in place
- Setting up Service Agreements to ensure a smooth transition and continuation of services

The NDIS team have provided around 2,000 hours of planning support and held 35 NDIS group Information Sessions.

**“Thank you for your continued support with these information sessions.”**

**“Very helpful and informative meeting!”**

**“Thank YOU Civic.”**

## NDIS SUPPORT FOR JERRY

Jerry has a Master’s degree in plant biology and limited mobility due to a neurological condition. He requires continuity of staff who understand his complex needs. The team put supports in place so Jerry could continue to live at home as independently as possible. They also assisted Jerry to renegotiate his NDIS plan so he was adequately supported.

Staff supported Jerry to gain a volunteer gardening post at a local school which then led to a teaching position at a community garden centre with North Sydney Council. The team also helped to design and fabricate a new structure for his wheelchair, and supported Jerry to attend family events such as weddings.



# CIVIC PEOPLE

People are at the heart of everything we do. Civic is a community of clients, staff, supported employees, volunteers, families and partners. We value the contribution that everyone makes in supporting clients to achieve their goals, and in doing so, realise their own potential.

**T**he hard work of Civic's committed staff, supported employees and volunteers allow us to deliver the high standard of service that we are renowned for.

## RECRUITMENT AND RETENTION

The last financial year has seen a huge growth in the disability sector, and our increase in staff numbers reflect this. In preparation for the full NDIS rollout, Civic employed 174 new team members, a 39% increase on last year.

Civic introduced a number of new recruitment strategies including partnerships with universities, attending expos and building our presence on Social Media - which along with new on-boarding processes, helped us to grow.

We follow a values-driven recruitment approach to ensure that the best people are engaged, and the Civic values of 'Integrity, Empowerment and Diversity' are considered at all times throughout the recruitment process. Staff behaviours and

## CIVIC VALUES

- Integrity - we are honest, grounded and committed
- Empowerment - we enable choice and opportunity
- Diversity - we respect and learn from all individuals

attributes are then aligned with client needs for placement in individual roles.

Staff retention is always a focus at Civic with alternative retention strategies continually being investigated. An increase in retention rates to 89% for the last financial year reflect the work being put in this area and the increase in support available for staff. We have been trialling alternative retention strategies such as our Year of the Support Worker initiative, which will continue next year along with new ways to recognise and reward Civic staff.

## LEARNING AND DEVELOPMENT

Civic's vision of 'Realising Human Potential' is the guiding principle behind staff learning and development programs that benefit not only staff, but also clients.

Volunteer and student workplace opportunities have been introduced during the year, a new employment model for the organisation. This partnered approach develops and expands the service opportunities for clients while developing the skills and knowledge of new entrants to the sector.

## HOLA, ¿CÓMO ESTÁS?

Many Civic staff are multi-lingual and we speak a total of 46 languages including Auslan, Makaton, Arabic, Mandarin, Vietnamese, Spanish, Greek, Samoan and Russian. Language and culture are very important in matching staff and clients.

# PROVIDING THE RIGHT SUPPORT AT THE RIGHT MOMENT.



## WHAT STAFF SAY

### WHAT'S THE BEST THING ABOUT YOUR JOB?

*“Working with people towards reaching their goals and improving quality of life.”*

*“Being part of a team that is focused on outcomes and seeing our clients achieving goals that they have not been able to achieve in the past.”*

### WHAT DO YOU HOPE TO ACHIEVE IN YOUR ROLE?

*“I hope to represent the organisation with integrity and achieve the best outcomes for our clients and families.”*



## PERFECT PAIRING

Since engaging the services of Civic this year, Angela's social and communication skills have improved immensely.

While Angela's key support worker was on annual leave, Civic matched support worker Sharon with Angela. Sharon had been Angela's support worker with a previous provider and had not seen her for a while.

When the pair met up again, the re-connection of the two was a joy to watch. Angela's memory recall was so obvious and she used every vocalisation she could manage to communicate her excitement. This was not only an amazing moment for Angela and Sharon but also a wonderful thing for Angela's mum to witness.



# CHILDREN'S SERVICES

Recognising the needs of families, Civic introduced services for children and young people in early 2017, and since then it has grown from strength to strength.

**A**fter the fantastic response to the introduction of vacation care, Civic's children's portfolio has expanded to include:

## CLINICAL SERVICES

Civic specialists in psychology, speech therapy and other disciplines work with clients and families to improve mobility, speech, communication and social interaction. Support is also provided to overcome eating and drinking difficulties, and to improve skills such as handwriting, dressing and cooking.

## SHORT STAY ACCOMMODATION (RESPIRE)

Civic offers respite accommodation specially designed for children. This is an opportunity for children to try new activities and learn skills tailored to their interest and abilities. Fully trained staff provide 24 hour support and while children have their own rooms, the opportunity to interact with those of similar age is encouraged.

## AFTER SCHOOL CARE

Qualified staff conduct a number of activities based on learning outcomes. Children have the opportunity to learn social skills, computer skills and sports as well as play with various games and arts and crafts and interact with children of a similar age.

## INDIVIDUAL SUPPORT

Catering to individual family needs, Civic can arrange for a trained child care staff member to provide individual support to children at home, in the community or at activities such as swimming lessons or weekend recreational pursuits.

## VACATION CARE

Civic's Vacation Care program has been running throughout the year with positive feedback from parents and staff. The base at Sylvania offers centre-based programs such as arts & crafts, music, drama, cooking along with a number of sensory activities. Offsite excursions are also offered.



*“The best part for me was seeing my son’s happy face in the morning at drop off and him asking to stay more.”*

*- Parent of Vacation Care client*



## SUPPORTED SHARED LIVING/OUT OF HOME ACCOMMODATION

Long term care and support is available at Civic’s children’s residences. Many of the child’s existing supports can be maintained with families assisting in the support planning process. See page 14 for further details on Civic’s accommodation models.

**Civic is registered with the Office of the Children’s Guardian to provide Voluntary Out-Of-Home Care (VOOHC) in NSW and aims to be a Child Safe Organisation.**

## VACATION CARE: WHAT PARENTS SAY

*“My son loved going and it made me relaxed to know that he was being cared for by happy and engaged staff.”*

*“My son signed that he loved going and the relaxed staff made me feel relaxed. Very happy.”*

## SUPPORTING FAMILIES

Eight year old William\* who has mobility problems and complex needs, has been attending Civic’s vacation care since it started. He also recently began coming to after school care at Sutherland twice a week. He loves excursions like going to see the horses at Kurnell, and enjoys playing on the Liberty swing at Shelly Beach. Special school transport was arranged to bring him to the centre which gave his mother time to undertake a TAFE course.

William’s parents are now planning their first short holiday in a long time, and have commenced using Civic’s overnight short stay facility. This means they can go away happy in the knowledge that William has somewhere familiar and enjoyable to stay while they reconnect as a couple and come back rejuvenated.

\*not his real name



# HOME

The shortage of suitable accommodation for people with disability has been highlighted as potentially the largest obstacle to the success of the NDIS according to a study by the University of NSW.

**C**ivic has been addressing the issue of accommodation in the past year through a variety of new initiatives and the expansion of accommodation services in new and existing locations.

To learn about the wants and needs of clients, and to share information about alternative accommodation models, Civic held a number of information events throughout the year. These events were very well attended and confirmed that accommodation was a major priority for clients and families.

## THINKING DIFFERENTLY

Civic is exploring innovative new models of accommodation to best support clients. We are investigating ways to enable families to stay together as circumstances and support needs change, to allow friends to share a house, or to enable individuals to live independently – all with the right level of support.

- New ways of thinking – Civic is listening to and exploring all suggestions – no idea is off the table!
- Client matching taken to a new level – matching the skills, interests and lifestyles of



## TYPES OF ACCOMMODATION AND SUPPORT

- Shared Living
- Independent Living
- Short Stay (Respite) for adults, children and seniors
- Accessible Property Development
- Bequest Home Management
- Transitional and Emergency
- Individual (Drop In) Support

clients to accommodation and potential house mates.

- If a client, family or group of friends come to Civic with an idea for accommodation, we will collaborate with them to make it happen. We source new premises, have contacts with multiple real estate agents and explore all avenues.



*“We are investigating ways to enable families to stay together as circumstances and support needs change.”*

- Peter McKendry, GM, Logistics

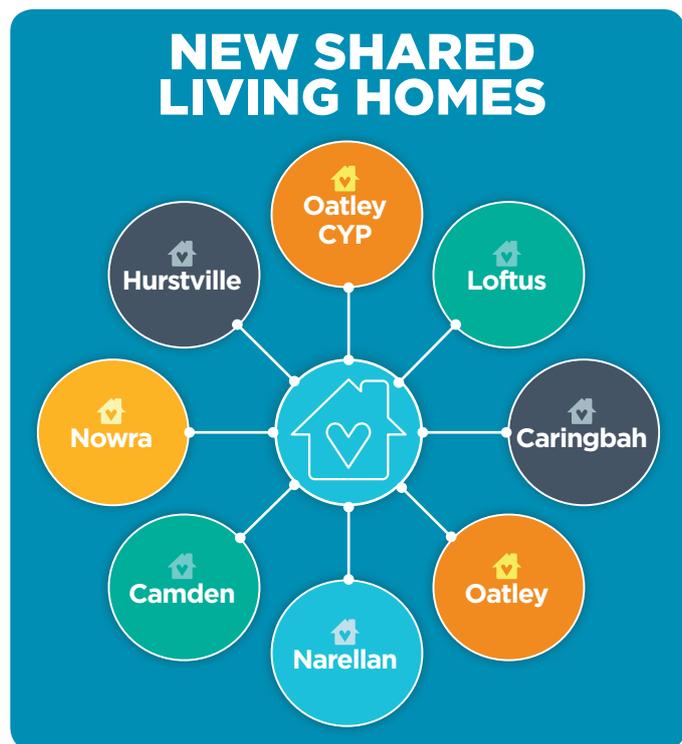


## ONGOING IMPROVEMENTS

In addition to acquiring new houses, we also have an ongoing program of upgrading and improving existing accommodation. The short stay (respite) house in Caringbah was upgraded this year with fresh paint throughout, new furnishings and new equipment. A new children’s home has received a grant to create a rumpus room with sporting and leisure equipment, and the group home at Blair Athol has been updated with an accessible bathroom.

## THE RIGHT SUPPORT

If clients don’t need 24/7 support and want to live independently or with family, then **Individual (Drop In) Support** and **Clinical Services** can provide just the right support at the right time.



## SUPPORT FOR A HEALTHIER ENVIRONMENT

Shane had spiralling diabetes, other pressing health issues and was losing sight in his left eye. To exacerbate this, he was living in a cramped apartment with his brother and far too much furniture.

Civic supported Shane through all his appointments at Liverpool eye clinic and an intensive treatment program at Liverpool Hospital involving daily reminders to take his meds, as one missed medication meant the treatment would have to start all over again. Shane’s dietary intake was reviewed and he agreed to cut down on sugary products.

Twelve months on, Shane has lost over 10kg, undergone cataract eye surgery and his vision has been restored. His health treatment program was successful and he is no longer dependent on insulin.

Shane’s brother was found alternative accommodation and Shane was supported to clean and refurnish his apartment. He is now much happier and living in a healthier environment.





Civic Industries had a fantastic year with growth in staff numbers, customers and revenue. The introduction of new services for clients and new initiatives to promote Industries to potential customers made for a busy and productive 12 months.

**C**ivic Industries were delighted to welcome the supported employees who are now working in the Nowra café. The new social enterprise offers training and experience in hospitality and food preparation. See page 6 for more information.



We also welcomed the second Civic Industries lawn mowing crew, who have joined the original team in the local area, working in the gardens of Civic houses, the Woronora Memorial Park and other locations.

### DEFENCE PROGRAM

Civic are proud to be part of the Defence Administrative Assistance Program (DAAP) which was officially launched in November by the then Secretary of Defence, Dennis Richardson, AO. This national initiative provides employment for people with disability in the Department of Defence, in a supportive environment. We provide a team of Civic staff to work in the Holsworthy army base in South West Sydney.

The opportunity to participate in the DAAP program means so much to Civic employees. On his first day at Holsworthy, Kyle arrived with shined leather shoes, put on his new Civic uniform to go to his induction, and declared: "I feel splendid!"

### NEW INDUSTRIAL KITCHEN

Following a year of fundraising, a new industrial kitchen in Caringbah was completed. The new facility was designed to provide cooking skills training to clients who want to pursue their passion for food, adopt healthy cooking habits or learn hospitality skills. Cooking skills classes commenced soon after completion, and have proved to be very popular.

The project would not be possible without the support of many contributors including the James Kirby Foundation, the Cook Stronger Communities Program, the Community Building Partnership Program and construction partners, Hospitality Fitout Specialists. A big thank you to all.

### FACELIFT FOR FILE BANDS

The popular file bands, made in Civic Industries and used by customers to bind files together, got a new look this year with the introduction of multiple colours. Now anyone who wants to enhance their filing system can choose from five different colours. File bands are used extensively by government departments, and the legal, medical and accountancy professions.



*“I love getting out in the garden each day for work.”*

*Geoff, Lawn Mowing Crew*



## LEARNING SUCCESS

A record number of supported employees successfully completed studies at TAFE this year and a presentation of certificates was held by TAFE and Civic to mark the occasion. John, Lori, Andrew, Jason, Tammie, Dane, Michael, Corey, Reegan, Natalie, Steven, David, Alexander and Kieran all achieved qualifications.



## CIVIC INDUSTRIES ON FILM

Civic Industries is a member of the Buyability network, a community of not-for-profit organisations aiming to build a more inclusive and equitable society by employing people with disability and supporting them in their work. This year a number of supported employees were pleased to be invited to take part in a BuyAbility video discussing what work means to them.

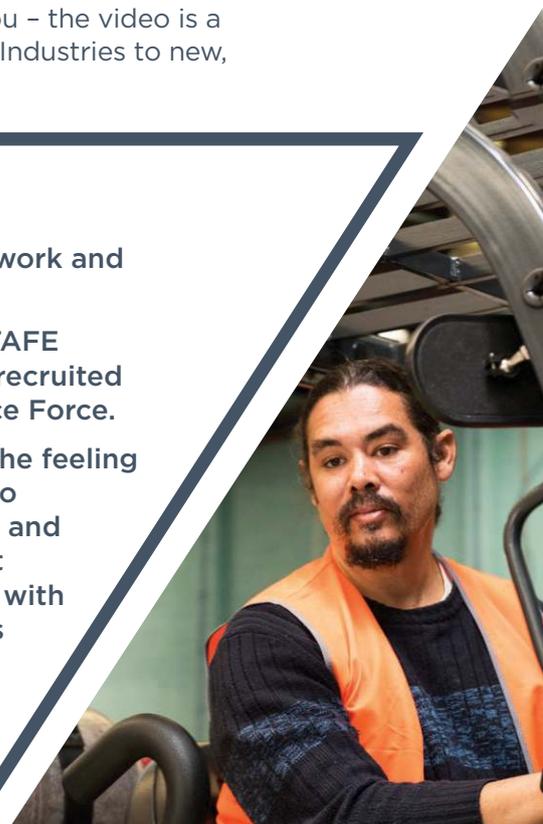
Industries were also the recipient of a pro-bono video from Creative Creations after we won a competition. They produced a new advertisement describing the competitively priced and ISO accredited services provided from our warehouse in Caringbah. Thank you – the video is a great help to promote Industries to new, potential customers.

## A SENSE OF BELONGING

Since joining Civic as a supported employee in 2010, Zakka’s work and personal life have taken an upward turn.

He is a qualified forklift truck driver, has gained a number of TAFE certificates and been trained in warehousing. In 2016, he was recruited for administrative work at Civic’s unit at the Australian Defence Force.

He loves the variety of work at Civic, however, for Zakka it is the feeling of belonging that motivates him to travel 1.5 hours each way to work every day. Zakka says that staff at Civic are encouraging and supportive – they take time to check if he is OK and ask about anything affecting his work or personal life. He also socialises with Civic friends. At work there are regular BBQs and celebrations and Zakka goes bowling with a group from work every weekend. Zakka said: “I fit in here and feel that I am a part of everything.”



# CONNECTIONS AND COMMUNITY

Civic reached out and connected with a whole bunch of wonderful individuals and organisations this year. We attended many expos, manned stalls at Farmers Markets and sizzled sausages at Bunnings. Clients and staff had fun participating in the events and meeting new people.

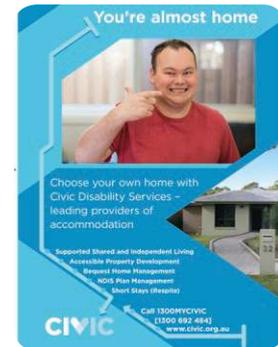
**W**e were delighted to welcome many clients, families, neighbours, partners and friends to the official openings of the Hurstville Hub and the new shared living homes in Loftus and Oatley.

The fun, community events were a celebration of diverse partnerships with cultural performances following the speeches.

The opening of Nourish Kitchen + Café was another special event. The café has been refurbished and provides employment opportunities for people with disability as well as an important local service to the people of Nowra. We were delighted that the Mayor of Nowra and many friends and families could join us for the opening.

In order to make our services and information more accessible to everyone we connected with people in Arabic, Simplified Chinese and Vietnamese. Civic staff speak 46 languages including Auslan, and also use alternative communications devices.





## COOK COMMUNITY AWARD FOR BRONWYN

On last year's International Day of People with Disability, Practice Manager Bronwyn Afflick was recognised for her contribution to the community with the presentation of a Cook Community Award from The Hon. Scott Morrison, MP.

In addition to her tireless efforts with Civic, she has spent many hours volunteering. She coached the Special Olympics swimming team, leading to medal success for Civic clients and others. She has worked with 'Pets in the Park' caring for pets owned by homeless people, and also volunteered in the nursery at the Centennial Park Trust. Bronwyn and clients of Civic are currently involved in the Period Project and Bronwyn has been volunteering with the Cana Community Farm.

Bronwyn said: "The philosophy which I try to be guided by is from Desmond Tutu: 'do your little bit of good where you are; it's those little bits of good put together that overwhelm the world.'"

Civic is delighted that Bronwyn's efforts have been recognised.



# FRIENDS OF CIVIC

We would like to thank all the individuals and organisations that have supported Civic this year. Each and every one of you make a difference, thank you.

In order to provide Civic's wide range of services and opportunities, we need the support of our many partners, funders, customers, friends, staff and families. Input ranges from donations, bequests, grant funding, being a customer of Civic Industries, buying a coffee from Nourish Kitchen + Café, or simply liking our Facebook page. All of these contributions help make a difference to the lives of Australians with disability.

As a not-for-profit organisation, all surpluses and donations are reinvested into Civic to provide continued support and services to individuals with disability and mental health conditions.



## BOARD & COMMITTEE MEMBERS

- Luke Streater, Chair
- Dunstan De Souza, Vice Chair
- Michael Coughtrey, Treasurer
- Liz Clowes
- Glenn Coleman
- Kathryn Dunkley
- David Edwards
- Chris Gabriel
- David Gibney
- Peter Lewis
- Les Roelandts
- Kelly Wood

## BIG THANKS TO OUR GRANT FUNDERS

- ANZ Staff Community Foundation
- Australian Turf Club
- Carers NSW
- Coca-Cola Australia Foundation
- Commonwealth Bank Staff Community Fund
- Community Building Partnership
- DSS, Disability, Mental Health and Carers Program
- Google
- IKEA Tempe
- The James Kirby Foundation
- NSW Department of Industry (DPI)
- Sunsuper
- Sydney Motorway Corporation
- Sydney Water
- The Difference Indicator



*“All of these contributions help make a difference to the lives of Australians with disability.”*

- Annie Doyle, CEO



## WONDERFUL PEOPLE WHO HAVE SUPPORTED CIVIC

- Mark Coure, MP
- Lee Evans, MP
- Amanda Findley, Mayor of Nowra
- Marie Gemmell, ADHC
- Scott Morrison, MP
- Bill Gilmore
- Carmelo Pesce, Mayor of Sutherland Shire
- John Rayner, George's River Council
- John Ryan, ADHC
- Phil Ryan, Culburra Bowling Club
- Mark Speakman, MP
- Alex Wangethi, ADHC
- Ray Williams, MP
- 3 Bridges
- Aqua Bathrooms/ Gravity Plumbing
- Arnott's Biscuits
- Australian College of Applied Psychology
- ACU (North Sydney)
- Boss Fire
- Brown Forman
- Bunnings Australia
- Chinese Australian Services Society
- Colin, Biggers & Paisley Lawyers
- Creative Creations
- Defence Administrative Assistance Program
- Ernst & Young
- FOCAS Nowra
- GoTransit Australia
- Hino
- Hospitality Fitout Specialists
- Hunt & Civil
- Independent Living Villages
- Ivory Coat
- Joseph Medcalf Funeral Services
- Konrad Beverages
- Kurranulla Aboriginal Corporation
- La Trobe University
- Macquarie University
- Mode Installations
- NDS
- Random Harvest
- St George & Sutherland Shire
- Anglers Club
- Sealed Air
- Sharks Football Club
- Shire Automotive
- Sparke Helmore Lawyers
- Shire Farmers Markets
- Special Olympics
- The Leader
- Tradeware
- True Blue Chemicals
- University of Sydney
- University of Wollongong
- Urban Rituelle
- Vuly Australia
- Woronora Memorial Park
- ZF Services

## COMMUNIC8

We were delighted to be chosen for a CommBank Staff Community Foundation Grant, where bank staff donate their own money and also choose the recipients.

Thanks to the \$10,000 grant, Civic is establishing Communic8 - a play-therapy group for children with communication difficulties due to disability, and their parents.

Early intervention in childhood to strengthen communication skills is essential for independence and health in later life. The program will provide a speech therapist, an occupational therapist, and a support worker, who will develop communication skills and provide children with opportunities for socialisation.

Communic8 will support children aged five to 12 and teenagers 13 to 18. It is important that the skills learned at the program are practised and developed at home, so families also receive training tailored to them.



## TREASURER & CFO REPORT

**26%**  
*growth in  
revenue*

**\$2.9m**  
*operating  
surplus*

**17%**  
*net asset  
increase*

**\$1.6m**  
*growth  
in cash*

The 2017 Financial Year has been an excellent one for Civic Disability Services, leaving us well placed to take advantage of the changes within our sector over the next few years.

**T**he Balance Sheet continues to strengthen with an increase in cash of \$1.6m in spite of our significant investment in technology during the year and the reduction of borrowings. There is also an increase in Receivables of \$500k as the business model swings from bulk funding in advance to individualised NDIS funding in arrears. Non-current assets have also increased by over \$300k.

As bulk funding disappears from the business there is increased focus on cash management, reporting, and forecasting to ensure appropriate levels of working capital are maintained and also to highlight the scope of potential investment.

The transition to NDIS funding has resulted in significant changes to business processes that involve the whole organisation. The finance team is central to the new billing process and has an oversight role across the whole process. Reporting is being developed to both proactively control the business under the NDIS and provide timely and targeted information to management and the Board.

2018 promises to be another significant year with the full rollout of the NDIS being completed and with a budget set for growth in line with our 2017 year. Our healthy financial position enables us to continue to invest in talent, innovation, technology and business opportunities.

Our success as an organisation relies on the ongoing dedicated work of the entire Civic team together with the support of funding bodies, commercial customers and the tremendous backing we receive from the community. We wish to thank all our dedicated champions for contributing to these excellent results.

**Michael Coughtrey**  
Chair of Audit & Finance Committee

**Mike Churchman**  
Chief Financial Officer

*“It is pleasing to see the Balance Sheet go from strength to strength as the Audit & Finance Committee works closely with Management to ensure the continued financial stability of Civic in such times of change.”*

- Michael Coughtrey, Treasurer



## PROFITABLE REVENUE GROWTH



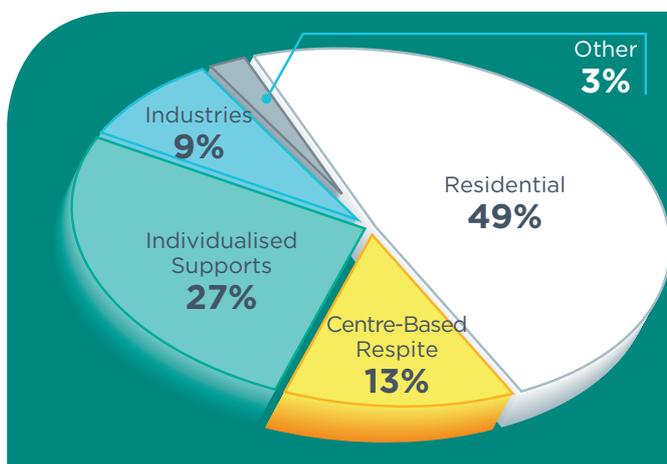
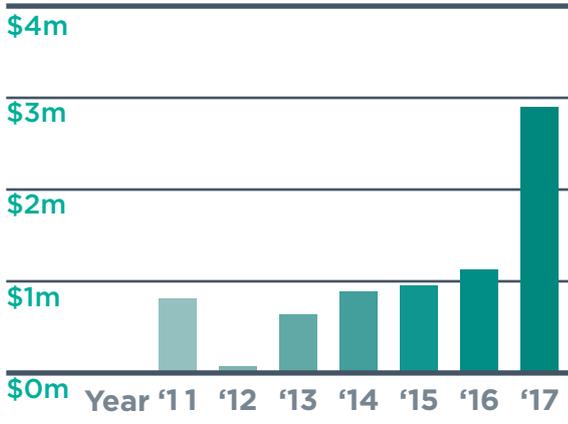
## STATEMENT OF FINANCIAL PERFORMANCE

	2017	2016
	\$m	\$m
Government Funding	25.2	20.9
Other Revenue	4.5	2.6
<b>TOTAL REVENUE</b>	<b>29.7</b>	<b>23.5</b>
Expenses	26.8	22.4
<b>SURPLUS</b>	<b>2.9</b>	<b>1.1</b>

## STATEMENT OF FINANCIAL POSITION

	2017	2016
	\$m	\$m
Current Assets	5.5	3.1
Non Current Assets	21.7	21.4
<b>TOTAL ASSETS</b>	<b>27.2</b>	<b>24.5</b>
Current Liabilities	4.3	4.1
Non Current Liabilities	2.6	3.0
Total Liabilities	6.9	7.1
<b>NET ASSETS</b>	<b>20.3</b>	<b>17.4</b>

## INCREASING SURPLUSES



## REVENUE BY SERVICE TYPE

# BOARD & MANAGEMENT

Governance within Civic is built on strategic planning, sound management, and risk-based decision making.

## BOARD

Back L-R:  
Michael Coughtrey, Les Roelandts,  
Luke Streater, Peter Lewis

Middle L-R:  
Dunstan De Souza, Liz Clowes,  
Glenn Coleman

Front L-R:  
Kelly Wood, David Gibney



**C**ivic's Board has overall responsibility for setting and approving the strategic direction, annual budget and ensuring effective Corporate Governance, including management performance and legislative and regulatory compliance. The Board is also responsible for ensuring that significant risks are identified and appropriate controls implemented.

Civic's governance framework, policies and procedures are based on the Australian Standard AS8000-2003 'Corporate Governance - Good Governance Principles'.

In line with best-practice, the Board operates with the assistance of committees to ensure a high level of knowledge and feedback from the operations of the Organisation.

The role of the Audit and Finance Committee is to provide advice and assistance to the Board in fulfilling its responsibilities in respect to Civic's strategy, operations and control

frameworks in relation to financial reporting and financial external audit.

During the year the Committee has worked on improving reporting and management of cash and investment opportunities.

The role of the Corporate Governance and Risk Committee is to assist the Board to ensure that Civic operates in compliance with Good Corporate Governance principles. This committee also assists with oversight and review of Civic's Risk, Quality and Safety Management systems in accordance with relevant regulations, standards and guidelines, including ISO 31000 - Risk Management.

During the year the Committee has monitored Civic's key risks and the associated action plans and reporting, and has continued the task of the periodic review of all governance policies.

The Board meets monthly and focuses on the strategic issues facing Civic. Once a year the Board and Management Team meet to align strategic priorities and discuss key issues facing Civic and the sector.

*“It is a privilege and a pleasure to lead, and work with, such a high-performing and proactive Board and Leadership team who come with such a broad range of knowledge from very diverse experiences.”*

*- Luke Streater, Chair*



## MANAGEMENT TEAM

Civic Senior Management Team

Back L-R:

Peter McKendry; Carrie Voysey;  
Mike Churchman; Demelza  
O’Keefe; Peter Moore

Front L-R:

Kate Smith; Annie Doyle, Nicole  
Fitze, Denise Henry

**T**he Management team is responsible for developing strategy for Board approval and implementing strategic initiatives. During the year there has been specific strategic focus on:

- **TECHNOLOGY** – with the implementation of new systems for rostering and payroll and the development of IT infrastructure.
- **PROCESSES** – as we transition to NDIS funding many departments are involved in the end-to-end process and this is being closely coordinated to maximise efficiencies and streamline work.
- **INNOVATION** – a key theme running through these issues is innovation and the whole business is on an externally-facilitated innovation journey. This is resulting in many great ideas which we will develop going forwards.
- **DEVELOPING INNOVATIVE BUSINESS MODELS** – the NDIS is disruptive across the sector and developing service offerings and new types of business is important for Civic’s continued success.

The Management Team report back to the Board monthly on progress against strategic initiatives and work closely with the Board to ensure total alignment.

## VISION

Human Potential, Realised.

## MISSION

Providing the right support  
at the right moment.

## VALUES

### Integrity

We are honest, grounded and committed

### Empowerment

We enable choice and opportunity

### Diversity

We respect and learn from all individuals



Call us on 1800 253 743

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Caringbah NSW 2229

**South West  
Sydney Office**

14 Mill Road  
Liverpool NSW 2170

**Nepean Blue Mountains Office**

PO Box 215 Blackheath NSW 2785

**Hurstville  
Community Hub**

Shop 6  
1 Jack Brabham Drive  
Hurstville NSW 2220

**Wattle Grove  
Community Hub**

Australia Park  
Australis Avenue  
Wattle Grove NSW 2173

**Sutherland  
Community Hub**

Masonic Hall  
Corner East Parade  
& Moore Street  
Sutherland NSW 2233

**New Era Community  
Hub Sutherland**

123 Flora Street  
Sutherland NSW 2233

**Nourish Kitchen + Café**

82 Illaroo Road  
North Nowra NSW 2541

**Sylvania**

**Community Hub**

88 Venetia Street  
Sylvania NSW 2224

**Children & Young  
People's Services**

Sylvania NSW 2224  
Caringbah NSW 2229  
Sutherland NSW 2233

**Supported  
Employment and  
post-school options**

Caringbah NSW 2229  
Holsworthy NSW 2173  
Nowra NSW 2541

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