



ANNUAL  
REPORT  
2016



# Human potential, realised.



CIVIC

# PROVIDING THE RIGHT SUPPORT AT THE RIGHT MOMENT.

Civic supports people with disability to exercise choice and control in their lives, achieve their goals and participate in the community. We practice Person Centred Active Support and firmly believe that **Every Moment has Potential.**

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### **Civic Disability Services Limited**

**South East Sydney Office**  
103 Cawarra Rd  
Caringbah NSW 2229

**South West Sydney Office**  
14 Mill Road  
Liverpool NSW 2170

**Blue Mountains Office**  
PO Box 215  
Blackheath NSW 2785

**ABN:** 16 000 744 141  
**CFN:** 12380

**Phone**  
1800 253 743

**Email**  
[enquiries@civic.org.au](mailto:enquiries@civic.org.au)

**Fax**  
(02) 9575 1999

**[civic.org.au](http://civic.org.au)**

# FROM THE CHAIR AND CEO

**We are delighted to present this year's Civic Annual Report and to share our stories, the highlights of our year and many of the activities we have undertaken.**

Civic has been in existence for over 50 years and in this time we have delivered excellent disability and mental health services to assist clients to achieve their life goals, enabled them to be a part of their community and provided supported accommodation, community programs and employment options.

We are pleased to report a successful and fiscally responsible year showing a 17% growth in revenue. We tendered and won three new group homes; opened new community hubs at Wattle Grove and Hurstville; and are showing rapid growth in our post-school programs. Civic Industries is incredibly busy being well supported by local business clients, and the newly won employment contract with the Department of Defence is off to a great start. The financial results also tell a good story – an operational surplus of \$1.124m compared to \$916k surplus in 2015 which allows us to reinvest in the business.

This is the first full year under the guidance of CEO Annie Doyle. The organisational and cultural changes that she has instigated deliver on the promise we made to clients, staff, families and stakeholders. Annie is a champion of business transformation and innovation, and these changes mean that Civic is agile and responsive to the evolving needs of our clients under the National Disability Insurance Scheme (NDIS).

The Senior Leadership Team has driven the significant change required under the NDIS. Their passion and dedication shines – and is another reason that Civic has been so successful this year. Their leadership has been inspirational and has led to a culture of staff excellence on behalf of clients and their families. Our strong reputation as service provider of choice is evidenced by the high retention of both staff and clients.

A major cultural change this year has been facilitated by La Trobe University who have been



invaluable in providing training and support in embedding active support throughout the organisation. Staff have embraced the concept enthusiastically and have been putting this ethos into practice. We would like to thank our amazing staff for their 'above and beyond' approach to working with clients which has helped deliver our vision of 'human potential, realised'.

We have had a busy year supporting clients in South West Sydney, Western Sydney and the Nepean Blue Mountains regions for the NDIS roll-out on 1 July 2016. Our preplanning support and the development of unit costing tools ensured existing clients were seamlessly transitioned over. We were also very pleased to welcome our new NDIS clients in these areas.

Clients in the rest of NSW will transition to the NDIS from July 2017 so we are gearing up for an extensive year of planning, preparation and support for that changeover.

We have been able to balance the demands of quality service delivery utilising our Quality and Safety framework, with person-focused active support. We have strategically invested time and money to ensure we are developing and delivering great programs, have effective and robust business systems to enable staff, collect client data and measure outcomes whilst reducing overheads. This has allowed us to future proof our organisation to ensure Civic is here to support clients and families for the long haul.

**“Our partnership with La Trobe University has helped to embed our active support approach throughout Civic”**

You may have noticed that we look a little different. The new Civic brand ensures we have clear messages and that our refreshed values are aligned with our Strategic Plan. This two year Strategic Plan gives the needed direction to enable Civic to be nimble under the social policy reform environment we operate in. Our values of integrity, empowerment and diversity are at the root of all of our decisions.

This year Civic won grants for upgrading facilities at various locations and for the Civic Arts Therapy program. We would like to thank all of our funding bodies and supporters for their invaluable assistance. We were delighted that Minister John Ajaka and MP Mark Speakman could help us celebrate the opening of our new Caringbah group home. We would also like to thank FACS, DSS, DOHA and our local members and councillors. We are looking forward to working closely with them as we transition to the new NDIS and SDA funding arrangements.

We would like to acknowledge our Board of Directors. We are fortunate to possess such a high level of diverse skills at the table and thank them for their professionalism and commitment to the long-term sustainability of Civic.



**Annie Doyle**  
CEO

**Luke Streater**  
Chair

**“People  
are at the  
centre of  
everything  
we do.”**

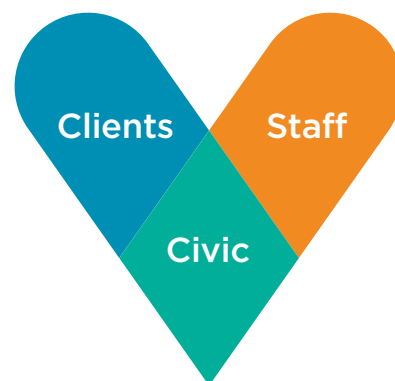


# WHO WE ARE

Civic's vision is to see the potential of all people realised.

The reason we exist is to support the people within the Civic community to achieve their goals - whether it's assisting an ageing parent to plan for the future, supporting a client with a new social activity or training staff to expand their skill set.

Our Vision, Mission and Values capture the beliefs which guide all our decisions and practice, to deliver a quality service for our clients.



## VISION

Human Potential, Realised.

## MISSION

Providing the right support at the right moment.

## VALUES

### Integrity

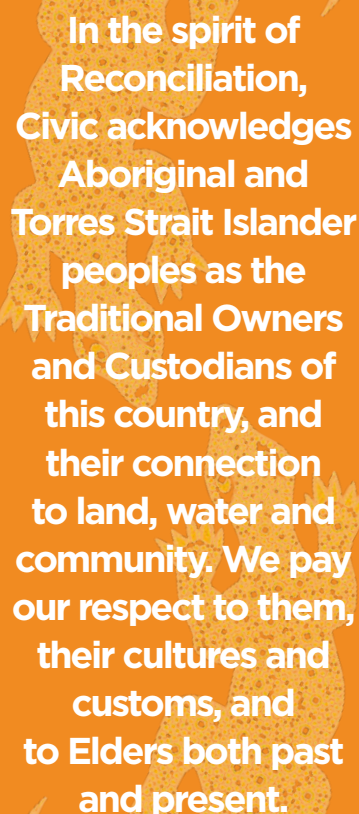
We are honest, grounded and committed

### Empowerment

We enable choice and opportunity

### Diversity

We respect and learn from all individuals



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.



# STRATEGIC PLAN

## Progress on Strategic Plan 2015-2016

Our Strategic Plan for 2015-16 highlighted seven key goals and a number of key initiatives. A total of 90 strategic initiatives were either completed throughout the year or are on track for completion. These include:

- Implementation of a Person Centred Active Support program.
- Improvement of the staff induction program.
- Development and rollout of Civic's own NDIS pre-planning tool & approach.
- Customer Relationship Management (CRM) system in use across all sites.
- Launch of a new corporate visual identity that represents Civic's values and purpose.
- Development of a risk framework to address key risk areas for the organisation.
- Growth of Civic's offering across all locations.

## Future Roadmap 2016-2017 and 2017-2018

Civic has evolved into an agile and responsive organisation in order to meet the demands of the NDIS and this evolving sector. All of our actions and outcomes are linked to the five strategic priorities listed below, enabling us to work towards realising our **Vision** and **Mission** for clients. Our **Values** are firmly embedded in our practice and decisions.

Strategic Priorities	Key Actions	What this means for our clients	What this means for our staff
Service Optimisation	Exceed quality service standards	I'm happy with the service I receive from Civic	I feel encouraged and motivated to exceed the service standards of my role
Talent Management	Attract, retain and harness the potential of quality staff	I think my Civic staff are great	I am proud to be a Civic employee and I am recognised and satisfied in my work
Systems & Processes	Improve systems and processes to support the customer journey	I get what I need when I need it	I operate efficiently with robust systems to support me
Marketing & Communications	The brand represents the nature of Civic and is known in the community	I am happy that I am part of Civic and I know what's going on	I am well informed about Civic activities and future plans as they affect me
Service Growth	Provide new services in additional locations	I have more choice	There are more opportunities for me to grow with Civic

# 2015-2016 YEAR IN REVIEW



## NEW LOOK CIVIC BRAND

New branding across all Civic  
communications, website  
and vehicles

## 7 NEW LOCATIONS

- New shared accommodation at Voyager Point
- New shared accommodation at Caringbah
- New shared accommodation at Oatley
- New shared accommodation at Loftus
- New Community Hub at Wattle Grove
- New Community Hub at Hurstville
- New office at Liverpool



## WON 3 NEW TENDERS

- Won tenders to manage 3 new shared homes
- Grants won for:
  - Industrial kitchen project
  - Upgrading facilities at Campbelltown and Sutherland
  - Civic Art Therapy program



## 12% INCREASE IN INDUSTRIES REVENUE

- 20% increase in number of customers
- New employment contract with Schindler Lifts
- 15% increase in number of supported employees
- New employment contract with Department of Defence





## NEW SYSTEMS

Improved efficiencies in place to deliver seamless NDIS services

## 9,500 NEW CONNECTIONS

Connected with thousands of people about the NDIS through forums, planning sessions and expos



## 0% USE OF AGENCY STAFF

- 28% in growth in support staff
- New management structure in place
- 12,800 hours spent training staff
- Speech Pathologist joins clinical team
- New role of Customer Service Manager created

## STRATEGIC PARTNER

Formed 2 year partnership with La Trobe University to measure Person Centred Active Support outcomes and train staff in this practice



## EXTERNAL ACCREDITATIONS

- ISO 9001: 2015 re-certified to the new standard
- Community Housing Provider (re-certified)
- Re-certified to Homecare Standards
- National Standards for Disability Providers (Industries) re-certified



**“We practise  
Person Centred  
Active Support  
enabling individuals  
to exercise choice  
and control in  
their lives.”**



# CIVIC SERVICES

## AGE GROUPS

CHILDREN  
5-11

YOUTH  
12-17

ADULTS  
18-64

SENIORS  
65+

Civic is a leading provider of supports for people with disability. We offer tailored programs to people of all stages of life from children to adults and seniors in various locations throughout Greater Sydney and Western NSW.

Services include:

- **Home** – shared group living, short-stay accommodation and transitional accommodation
- **Social** – group-based and one-to-one activities from our Hubs and in the community
- **Learn** – individual and group learning opportunities with staff and specialists
- **Wellbeing** – support by staff and clinical specialists to maintain health and wellbeing
- **Work** – supported employment for adults and post-school options for young people
- **Industries** – business-to-business services



## Service Locations

Civic services stretch as far north as Maitland, as far west as Orange and as far south as Nowra. Speak to one of our team members to find out what services are available in your area.



# HOME

## It's where the heart is

**Home is where we spend so much time – sleeping, eating, having fun and generally just being. Home is the place where everyone should feel safe, secure and happy.**

Civic has a long and successful history in supporting people with disability to live at home. We support them to think about their goals for how they would like to live and how they would like to be actively supported in their day-to-day activities and interests.

This year we were delighted to open two new homes for people who have spent many years in large residential centres. It is a privilege for us to have been chosen by clients and their families to support them to exercise greater choice in their own lives. More new shared homes are in the pipeline for next year.

We offer a range of community-based supported living options including short stay, transitional and shared living which cater for a wide range of needs.

### Short Stay

**Civic's short-stay accommodation is ideal for those looking to build on, or learn new living skills while socialising with a range of people in a 'home away from home' environment.**

While staying in short-term accommodation, Civic supports individuals to engage in their choice of social and learning activities such as cooking, communal dinners and visiting local places of interest.

Civic's short stay services are currently available for all ages in South East Sydney, with new sites planned across New South Wales.

Civic provides 'cottage style' accommodation services to elderly clients both with and without disability. Based in South East Sydney, individuals come from across Sydney to our fully-equipped Aged Care facility. Qualified, experienced staff ensure needs are met in a friendly and supportive environment.

### Transitional Accommodation

**Moving out of the family home to your own place is a big step.**

Civic supports individuals who want to live independently or with friends. We can provide assistance to build on current abilities and learn new skills such as cooking, cleaning, travel training, budgeting and decision-making.

"We start with small steps and gradually build up. It's really about getting to know the individual and being led by them at their own pace. For some it's a quick process, for others it may take months."

If you think this is for you, Civic's transitional accommodation service can help to build your confidence as you prepare for the change at your own pace.

Short-term stays can give families reassurance about new living arrangements as it is good practice before any big move. It also allows needs to be assessed for the





**“The ache for home lives in all of us.  
The safe place where we can go as we are  
and not be questioned.”** - Maya Angelou



your own bedroom and may share kitchen, bathroom, living and outdoor areas.

Wherever you choose to live, Civic can assist you to develop a plan that works towards achieving your living goals.

## Housemates

See an example of Civic's shared living in practice on [civic.org.au](http://civic.org.au) and Civic's YouTube channel.

The Civic housemates featured in the video have developed their own routines, keeping their independence but also working together as a household. Their week is full with work and activities such as netball, swimming, bowling, dinners and social outings. The housemates also do things such as gardening, BBQs and holidays together as a group.

All the individuals within the house are involved in every aspect of the important decisions which impact their lives. From the weekly menus, to staff recruitment and the flowers to plant in the garden – the housemates and their families participate in the decision-making.

**“The guys love their home – because that's exactly what it is – a home, not just a house.”**  
- Bronwyn, Team Leader

future and helps smooth the transition to increased levels of independence with appropriate support.

We are taking expressions of interest from people who want to live independently. Visit [civic.org.au](http://civic.org.au) to find out more.

## Shared Living

**Civic has a range of options for shared living – from self-contained and villa style units to shared accommodation options.**

Our shared living services are located throughout **Sutherland Shire, St George, Western Sydney, South Western Sydney** and the **Blue Mountains** with further locations in the planning.

Clients living in Civic's shared living services are actively supported to engage in

daily tasks and meaningfully participate in various activities at home and in the community. We understand the importance of stability and consistency – of routine, activities and people. As housemates and staff grow to know each other, they create routines which are familiar but also stimulating. Our staff assist with things like:

- Setting goals
- Budgeting
- Planning
- Cleaning
- Laundry
- Preparing meals
- Shopping
- Gardening
- Visiting new places
- Using local recreation services such as the library, swimming pool and other local amenities

Just as in any shared accommodation, you will have

# Zeinab's Story

Zeinab moved into a shared home in March 2016 after more than two years in emergency respite where she was moved around a number of times.

## Transition

Prior to moving into her new home with Civic, Zeinab was supported during a six week transition period which consisted of regular visits to the new house, dinners with the other four residents and eventually an overnight stay.

Zeinab and her family chose the new paint colour for her room – pink – and all her new furniture and bedding before she moved in.

Knowing of her love of photographs, staff made Zeinab two photo albums of her new house, one for her to look at when she visited her new home, and one to stay with her as a reminder of where she was moving to.

## Cultural Awareness

Zeinab is Lebanese and Muslim so Civic staff enrolled in cultural training prior to her arrival so they understood and could cater for her needs. This included an explanation of customs, particularly around food, appropriate eye contact, shaking hands and general etiquette.

Zeinab's diet is 100% Halal, so one of the fridges in the house now has a separate compartment for her food, and female members of staff take care of her personal needs.

## Changes

Zeinab's key worker said: **"In the six months that Zeinab has been in her new home, she has lost weight and there have been noticeable improvements in her speech and how she interacts with the other residents. She learns new words and phrases every day and is getting better with everyday tasks such as emptying the dishwasher, wiping the table and helping to prepare meals."**

Practice Leader Liz said: **"Zeinab has a smile that could light up a room. On a recent visit to the dentist she cheered up all the waiting patients by greeting them individually."**

## Family

Zeinab's family live locally and visit regularly. Her sisters bring her nieces and nephews to visit – along with lots of beautiful homemade food. Her family are delighted with how Zeinab's health and wellbeing have improved since moving into her new home. In fact her sister Fatima has recently nominated Zeinab's key worker Maria for a staff award for going over and above to make sure Zeinab is settled, happy and comfortable in her home.

### Fatima said:

**"**The family are delighted to see Zeinab so settled and happy. We can tell that she is coping well and indeed thriving in her new home. She is getting all the attention she needs and her weight loss is tremendous. We were particularly happy with the practical arrangements – the fact that such care is taken with her Halal diet with her separate fridge and utensils is great. My mother has another child with disability to look after, so the fact that Zeinab is in such good hands is one less worry for us all. It is evident that this transition was in the best of interest of Zena, as we can see that she is very happy. We have no complaints whatsoever and the results speak for themselves.**"**





# WELLBEING

## Your physical and mental health

Civic supports people with disability by providing a range of everyday services. These include personal, household and also specialist services. Experienced staff use a Person Centred Active Support approach – stepping back and encouraging individuals to take an active part in everyday activities where possible, providing assistance when needed.

This year Civic welcomed a full-time speech pathologist to the specialist support team who provide:

- Communication devices and assistance with hearing
- Counselling, psychology, and behavioural support
- Speech therapy including communication, feeding, nutrition and swallowing assessments
- Occupational therapy and assessments

**“The clients have taught me to never underestimate anyone’s potential. Every day I am inspired to assist clients to reach their potential, irrespective of the size or nature of their problems. It is an absolute privilege to work with clients, carers and their families to achieve their communication and feeding goals.”** - Lauren, Speech Pathologist

### Andrew's story

Andrew is a husband and proud father of two young kids. He has motor neurone disease, a degenerative disease affecting the body's ability to move efficiently, which has meant that he and his family have had to overcome some significant challenges. One of those challenges was the family vehicle, which could not accommodate Andrew's wheelchair and the kids' child seats.

Struck by Andrew's determination to maintain a regular family life, Civic worked with him to overcome these challenges. Recently Andrew took delivery of a new custom van which incorporates a ramp that Andrew can access independently, and a space to turn the chair within the vehicle. This means that Andrew can sit in the front next to his wife with the kids in the back as they travel together as a family. See Andrew's new van in action at [civic.org.au](http://civic.org.au)

**“I chose Civic because they are in my local area... and I've been happy with the service. The process of getting the van was quite expensive and time consuming but definitely worth it. We were extremely lucky to have friends and family that helped raise the money...”**



## CIVIC Provides Support Coordination

Our support coordination team can help you to get the type of supports you need, when and how you want it.

If your NDIS plan includes support coordination we can assist you to:

- Understand how you can best utilise your NDIS plan to meet your goals
- Liaise with Government, NDIA and agencies on your behalf
- Understand the choice of providers and services available
- Link to appropriate services within the local community
- Coordinate, oversee and monitor the quality of service and assist in times of crisis
- Obtain quotes for services
- Work with you to develop skills, capacity and resilience
- Support to set up contracts and service agreements

**Civic is a registered NDIS service provider and can provide assistance with NDIS plans including:**

- Plan Management
- Financial Management
- Support Coordination
- Therapy Assessments

# WORK

Civic Industries continues to go from strength to strength with a 20% increase in customers, 15% increase in the number of supported employees and a 12% increase in revenue.

With a workforce of around 120 supported employees, we are an Australian Disability Enterprise providing meaningful, paid employment and work-readiness programs. We support school leavers and adults with disability and/or mental illness in an inclusive and encouraging environment. Employment positions are available in South Sydney and Western Sydney, with new positions opening in the coming year.

This year Civic was selected as the NSW partner for the Australian Department of Defence's Diversity Program. Working out of Holsworthy Army base, Civic supported employees will carry out a range of administrative tasks in their roles. The Deputy Director of the Defence

Diversity Directorate said: **"The professionalism and organisation of the Civic team was great to watch. The partnership with Civic is important to us in the delivery of an administrative capability at Holsworthy and in the contribution they make to Defence's goals."**

All employees are supported by Civic to build their skills with a personal career plan. Training undertaken this year included Cert II in Warehousing Operations, Cert III in Process Manufacturing and an Open University Leadership course.

Civic's Transition to Work program is an accredited course and awards a 'Work skills for life' statement of attainment to trainees who successfully complete all the theoretical and practical work experience. The current group of trainees enjoy a collegiate and friendly environment where they learn but also have fun. This year our trainees found work experience opportunities in administration, technology, retail, automotive, hospitality and horticulture.

## Travis' story

Travis joined Civic's Transition to Work program in January 2016. He attends the program three days a week and is employed at Civic Industries the other two days.

After a thorough assessment, Civic supported Travis to improve his reading and writing skills and attend speech therapy. He has enrolled in the 'Statement of attainment in work skills for life' and completed work experience with Coles, Newton Real Estate, BC Sands Building & Landscaping Supplies as well as the Tramway Museum.

Travis is currently working on his administration skills in preparation for a part-time supported employment role with Schindler Lifts. He was selected for this new opportunity as he has displayed

abilities in completing administration tasks. In the future, Travis is interested in studying for a Cert III in Business Admin.

Travis said:

“So far the best work experience has been at BC Sands, I like meeting new people, they were really nice staff and I had fun there. Also seeing the Volvo truckies was the coolest.

I really like Civic TTW, it's the funnest, I have eight new friends now, and before I came here I did not have any. We go on team building outings and so far we've been to Jamberoo, whale watching, an animal park, swimming at the beach and BBQs.”

## Business-to-Business Services

Civic's wide range of efficient and cost-effective business-to-business services continues to grow. The contract to provide lawn-mowing services at Woronora Cemetery has been extended and this year **confidential paper shredding** was added to the already wide range of services provided.

This year we invested in major new equipment from Taiwan, which allows us to provide additional services in a more efficient manner. Continual investment in our equipment keeps the business competitive, ensuring viability into the future, while providing varied work opportunities for supported employees.

Services on offer include:

- Promotional packaging
- Warehouse storage
- Decanting bulk items and putting them in more convenient packs
- Mailing and labelling
- Kitting and rework
- Paper shredding
- Lawn mowing



The popular Civic File Bands launched a new website this year, with a more efficient ordering and supply system for customers. File Bands are a simple and effective way to bind files together and keep them looking professional. They are popular with the legal and medical professions, as well as accountants and government. Check them out at [thefileband.com.au](http://thefileband.com.au)

The Charity Hamper continues to supply premium gifts of Australian made products sourced from socially responsible organisations. 100% of profits are reinvested in generating fulfilling employment opportunities for people with disability. Hampers are available for purchase at [thecharityhamper.com.au](http://thecharityhamper.com.au)

**“Every Thursday on the grounds at Woronora, we see so many smiles and great enthusiasm from the lawn mowing crew. Our team look forward to working with the Civic crew each week.”**

- Mr Graham Boyd, CEO Southern Metropolitan Cemeteries Trust

**“The Civic lawn mowing team come to work with a hardworking and happy attitude every day and we are so delighted with the service that the team provide.”**

- Mr Matt Tiley, Operations Manager  
Woronora Memorial Park



**This year we packed more than  
7,000 showbags and  
3 million+ bars of soap**



Supported employees Andrew, Zakka and Reagan recently completed a six-week Leadership Program through Open 2 Study (Open University). The three were also promoted to the position of 'Mentor' within Civic Industries at Caringbah, demonstrating one of our key values 'Empowerment' in action - we promote choice and opportunity.

# SOCIAL

## Make new connections

Civic supports individuals with disability to get involved in the community, forge new bonds and learn important life skills.

We encourage people to build on relationships that are important to them, understanding and valuing the choices they make in their own lives.

Civic offers engaging and varied social activities in the Sutherland Shire, St George, the Blue Mountains, South Western Sydney and Western Sydney. All the supports we offer are tailored for you, whether you require support individually or would prefer to be part of a group.

Through our social programs people are invited to take part in activities such as music, sport, volunteering, art, community events and much more. We are here to support you explore your interests and develop the relationships that are important to you.

Individuals are matched according to their interests and abilities. Clients choose what they would like

Civic staff have travelled more than  
**1 Million kms**  
over the past year supporting  
clients across NSW.

to do and our focus is to work with them to deliver what they want in the way they want it.

In the past few months alone, Civic has supported individuals and groups to visit Terrigal, Berry, Windsor, Wollongong, The Rocks, Darling Harbour, Homebush Bay, the Daffodil festival at Rydal, Train Works, Audley and Aqua Golf to name a few.

**“Since my brother joined Civic’s Group Program he does more activities and visits more places than I have ever done in my life.”**

– Family member of client Richard

## Anthony’s Story

Anthony wanted to find some work and make new friends but found the prospect quite challenging. So Anthony and his Practice Leader Mauricio created a plan together to develop his communication skills and confidence.

Anthony found his calling when he became involved with Foodbank distribution, which provides discounted food items to charities across Sydney.

Once goods are ordered online, Anthony assists with the collection, sorting and delivery of food to clients living across South West Sydney from Civic’s Liverpool base.

Mauricio said: “With his sharp navigation skills and his enthusiasm to engage with people, Anthony has been instrumental to

the success of the Foodbank project. He has made new friends who are always pleased to see him on a Wednesday.”

**Anthony said:**

“ I have been volunteering for about a year now. On Wednesday afternoons I help deliver food to different people. I can carry many bags and I like helping others. I am good at finding the houses. I like meeting new people and going new places. People are always happy to see me and know me by name. We have a bit of a chat and a catch-up when I see them. ”





## Adrian's story

Adrian, who lives in one of Civic's Blue Mountains shared living homes, has been attending Music Therapy sessions for more than six months. During this time he has learned new communication techniques and made huge improvements in his speech which in turn has grown his confidence.

As part of his therapy, Adrian composed the music and lyrics to an original song entitled Heat Sun. At the 'Christmas in July' celebration Adrian performed this composition, accompanied by music therapist Frauke, in front of more than 50 proud family members and staff.

Listen to Adrian's composition and see all his lyrics at [civic.org.au](http://civic.org.au)

### Adrian's original lyrics:

#### Heat Sun

I'm sitting under the bright sun, and it beams hot from above.

I can't wait for the cool to come so that I stop sweating for the day.

In my dreams, I can see myself swimming in the water, feeling the cool on my skin.

Only to discover, that I'm still suffering from the hot sun feeling strenuous.

#### Chorus:

I always wish for what I cannot have in my life,  
Dreaming of cold coke in summer, hot chocolate in winter time.

© Adrian



## LEARN

# Gain new skills and have fun

**Civic's community hubs offer engaging and enriching activities in locations across greater Sydney and Western NSW. Individuals are supported to achieve their personal goals in a friendly and supportive environment.**

Our new community hub at Wattle Grove near Liverpool has fantastic sports amenities including tennis and basketball courts and more great facilities nearby.

Swimming programs are available at Sutherland, Wattle Grove and our new community hub at Hurstville. A fully equipped gym with training sessions by a qualified instructor is run on a weekly basis at Caringbah. Our personal trainer also visits clients for one-to-one training sessions in their home or a local park.

One of the most popular programs we offer is travel training. We have rebuilt this program from the ground up this year, and rolled it out to clients throughout Civic. Trainees learn how to access public transport with confidence and safety – an important step towards independence for many.

### We offer a range of activities and programs including:

- Cooking
- Computer classes
- Music therapy
- Money handling and budgeting skills
- Drama classes
- Arts and crafts
- Gardening
- Work readiness training

The large mural created by the Art Therapy class this year will be display at the Hazelhurst Gallery for International Day of Persons with Disability.



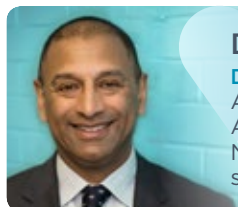
# BOARD MEMBERS



## Luke Streater

**Chair** / BBus (Land Economy)

Luke specialises in property and construction, is a Licensed Builder and is principal of his own construction company.



## Dunstan De Souza

**Deputy Chair** / BEc, LLB

Admitted to the High Court of Australia and Supreme Court of NSW, Dunstan has been a practising solicitor for more than 30 years.



## Liz Clowes / Director

LLB(Hons), BA(Psych)

Liz is a senior human resources and industrial relations professional with experience in workplace relations and a passion for increasing corporate engagement and performance.



## Glenn Coleman / Director

GradDipAppFin

Glenn brings his business and community experience to the role of Director. He is CEO of the Coleman Group and a Property Developer specialising in affordable housing.



## Michael Coughtrey / Treasurer

BBus, LLB, CA

As a Chartered Accountant, Michael has more than 30 years of experience in the profession specialising in taxation and business services across a broad industry base.



## Kathryn Dunkley / Director

BComm(Acc), BSc(Bio), CA

Kathryn has more than 15 years of M&A, strategy and business transformation experience across both the private and public sectors in NZ, the UK and Australia.



## David Edwards / Director

GradDipCorpMgmt

David brings a strategic focus towards organisational development to his role. He has decades of experience in complex program management and change management.



## David Gibney / Director

CPA

David has served as a Director of Civic since 1992. He is a passionate advocate for people with a disability and was a Director and President of the Handicapped Children's Centre.



## Peter Lewis / Director

Peter served as a Civic Director from 1996 to 2008 and was re-appointed in 2011. He brings his vast experience as a Councillor in Sutherland Shire and Sydney County Councils, as well as involvement in Rotary.



## Simon Rez / Director

MBA, LLB, CTA, FAIM, ACIS

As a qualified Company Secretary, Simon is passionate about best practice governance. As a keen Rotarian he brings a strong sense of community to his role.



## Kelly Wood / Director

BE(Hons), ME(mgt), FRAeS

Kelly has been recognised for her contribution to aeronautics and specialises in strategy development and fostering leadership potential.



# MANAGEMENT TEAM



**Annie Doyle**  
**Chief Executive Officer**

BBus(Acc) , currently studying Law at University of Sydney

A management professional with more than twenty years' experience across a variety of sectors including the last six years in NFP disability.



**Mike Churchman**  
**Chief Financial Officer**

MA (oxon), ACA, AGIA

A Chartered Accountant and member of the Governance Institute with broad international commercial and strategic experience.



**Nicole Fitze**  
**Human Resources Manager**

CPM AHRI, MMgt (Business & HR)

Nicole, a trained nurse, joined Civic in 2000 and worked in a variety of roles before being appointed as Human Resource Manager.



**Peter Moore**  
**Operations Manager – Civic Industries**

Peter brings more than 12 years' experience in warehouse production in the disability sector to his role.



**Demelza O'Keefe**  
**Strategy & Development Manager**

MPM, GradCertBUSMGT (Project Mgt), Sydney Leadership 2016

Passionate about business transformation Demelza has a diverse background in leading IT, communications and marketing programs.



**Kate Smith**  
**General Manager**

B.Soc.Sci, Cert IV Community Services - Disability, Cert IV Frontline Management

Kate has worked for 18 years in non-government organisations in the disability sector across NSW and the ACT.



**Carrie Voysey**  
**Quality and Business Improvement Manager**

BA (Welfare Studies), currently studying for Dip (Quality Mgt & Safety Mgt)

Carrie has 22 years of experience in the disability sector and more than eight years working with quality, risk and safety management systems.

**“Whilst Civic is sizeable in reach and impact, we carry the heart of a small organisation – every single person matters.”**

**“I chose to work for Civic because of the organisation’s vision, mission and values. It’s important for me that my personal values align with where I work, and I am passionate about working in a not-for-profit organisation that makes a difference in the community and I believe that Civic does this.”**

**“Civic is developing a culture where new ideas and innovation are encouraged; staff are supported to try new things to achieve better outcomes for clients; clients are supported to live the life they want. I like being a part of making that happen!”**

**“We are a dynamic and agile organisation where our Organisational EQ enables us to be client focused, practical, mission driven and yet innovative and adaptable to change.”**

# FROM THE TREASURER AND CFO

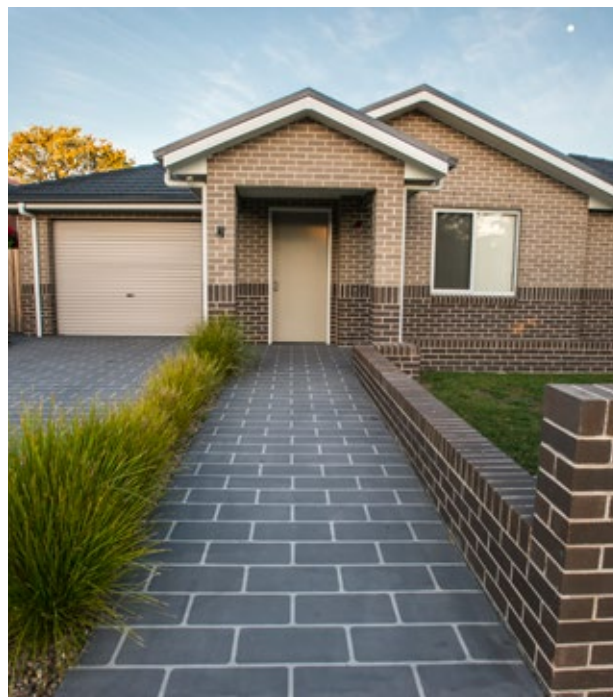
The 2016 Financial Year has been an excellent one for Civic with 17% growth in Revenue and 23% growth in Surplus leaving us well placed to take advantage of the changes in the sector over the next few years.

The Balance Sheet continues to strengthen with an increase in cash of \$1.2m and a keen focus on the management of working capital. The NDIS business model will place pressure on working capital as the current government funds received in advance transition to payments in arrears through the NDIS. This management and forecasting of cash and working capital will be top of mind for the Audit & Finance Committee throughout 2017.

There has also been significant focus on financial rigour with the Finance team growing to ensure it is appropriate, in terms of size and acumen, for the future. This focus has resulted in an unqualified audit report and a Finance team keen to take on the challenges and opportunities that change brings.

2017 promises to be another significant year with the continuing rollout of the NDIS. Our healthy financial position enables us to invest in talent and technology in readiness for these changes and this investment is included in a 2017 budget that results in growth in Revenue and Surplus at similar levels to 2016.

Our success as an organisation relies on the ongoing dedicated work of the entire Civic workforce, but also 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**  
Treasurer

**Mike Churchman**  
Chief Financial Officer

**17%**

**Revenue growth  
in the last year**

**52%**

**Revenue growth  
since 2010**

**4.8%**

**Surplus on  
Revenue**

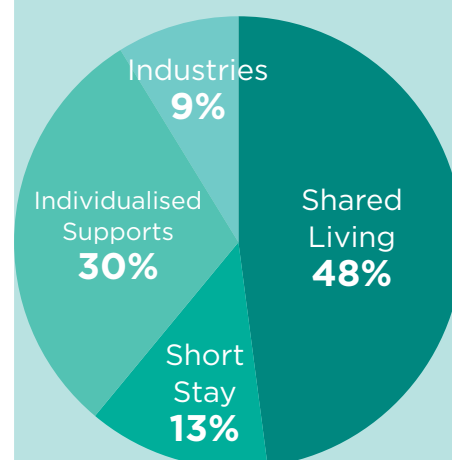
## STATEMENT OF FINANCIAL PERFORMANCE

	2016	2015
	\$m	\$m
Government Funding	20.9	17.7
Other Revenue	2.6	2.4
<b>TOTAL REVENUE</b>	<b>23.5</b>	<b>20.1</b>
Expenses	22.4	19.2
<b>SURPLUS</b>	<b>1.1</b>	<b>0.9</b>

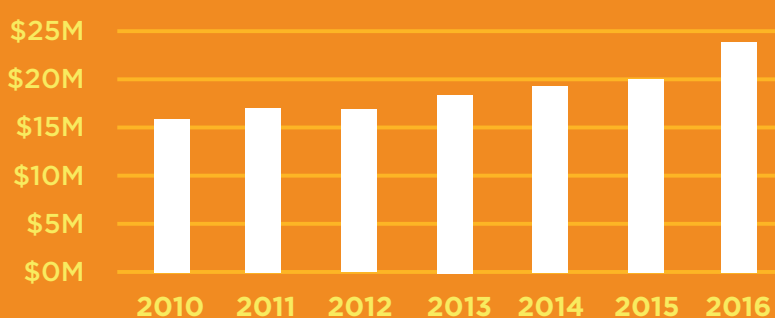
## STATEMENT OF FINANCIAL POSITION

	2016	2015
	\$m	\$m
Current Assets	3.1	1.7
Non Current Assets	21.4	21.5
<b>TOTAL ASSETS</b>	<b>24.5</b>	<b>23.2</b>
Current Liabilities	4.1	3.5
Non Current Liabilities	3.0	3.4
<b>TOTAL LIABILITIES</b>	<b>7.1</b>	<b>6.9</b>
<b>NET ASSETS</b>	<b>17.4</b>	<b>16.3</b>

## REVENUE BY SERVICE TYPE



## PROFITABLE REVENUE GROWTH



## INCREASING SURPLUSES

# A LEADING SERVICE PROVIDER

Civic is committed to creating a quality experience that is valued by our clients and provides the best possible outcomes for them. We take a person-centred approach to our support – providing just the right amount of support at the right moment.

Civic's Board and Management are passionate about providing a quality service for clients and an environment where the health, safety and welfare of clients and staff is paramount.

We make effective use of standards and related compliance activities to inform good practice and improvements in our services. Quality enhancement within Civic results from a culture of improvement, innovation and being client focused.

Regular external and internal audits are integral components of our quality management system, which is accredited to international standard ISO 9001:2015. We were pleased to be one of the first organisations to be accredited to the 2015 updated standards soon after its launch.

**“The organisation has demonstrated a solid improvement across their systems and processes over the certification period and since the last year audit.”** - 9001 Audit report quote, SAI Global, March 2016

**‘I was very privileged to receive an invitation to celebrate an event with residents and staff. This was a great day for family and friends to come together with residents in their home and I think the day's success is summed up in the residents' beaming smiles and a statement by one that: “This is my home”.’** - Official Community Visitor

## Governance

Civic's Governance framework, policies and procedures are based on the Australian Standard AS8000 -2003 “Corporate Governance - Good Governance principles”. Underpinned by this, the experienced and skills-based Board of Directors has ultimate responsibility for Civic's strategic direction and performance, and for ensuring significant risks are identified and understood.

- Civic complies with both the **National and the NSW Disability Service Standards** and is a **Registered Community Housing Provider**. We are also certified to **Homecare Standards**.
- Civic Industries is an **Australian Disability Enterprise**.
- As a **registered charity**, we follow best practice guidelines and abide by the requirements of the **Charitable Fundraising Act 1991** and **Lotteries and Art Unions Act 1901**.



Disability  
Support  
DSS

SAI GLOBAL



Quality  
ISO 9001

SAI GLOBAL



**“We are what we repeatedly do. Excellence, then, is not an act, but a habit.”**

- Aristotle



# CIVIC STAFF

The staff of Civic form the heart of our organisation and their hard work allows us to deliver the standard of service we are renowned for. Our workforce operates 24 hours a day, seven days a week providing support to people in their homes and out in the community.

Our Senior Leadership and Operations Management Teams have a collective 167 years of experience in the disability sector between them – as well as professional experience in accounting, nursing, life coaching and project management.

Civic champions an inclusive and collaborative culture; in a 2015 staff survey 95% of staff reported that they understand how their job contributes to the overall success of Civic.

Recently, the organisation's new Vision, Mission and Values were developed using feedback gathered from staff across all areas of the business as well as our clients and families.

We achieved our target of zero use of agency staff this year, and our figure for staff retention remains above the industry average.

## Training

Civic is committed to the personal development of all staff. Every quarter Civic management participate in a conference aimed at progressing key strategic initiatives and during 2015-2016 we spent more than **12,800 hours** training staff and supported employees.



To prepare staff for the NDIS, Civic has delivered regular face to face training sessions, presentations, e-learning courses and one-to-one support sessions in areas such as NDIS preplanning, client bookings, goal tracking, pricing and financial management.

In comparison to the top ten disability service providers, Civic staff ranked 23% higher for a commitment to ongoing training and development of staff – with 89% of staff agreeing that they are encouraged to continually improve their performance.

## Marhaba مرحبا We speak your language

Many Civic staff are multi-lingual and speak a range of languages including:

**Arabic, Mandarin, Hindi, Spanish, Greek, Italian, Vietnamese, Albanian, Assyrian, Bengali, Danish, Fijian, French, German, Gujarati, Korean, Malayalam, Maori, Marathi, Nepali, Polish, Portuguese, Punjabi, Sinhalese, Swahili, Tagalog and Tongan.**

## What's the best thing about your job?

"I love the people I work with, both residents and staff."

"Being a part of a team with the passion to improve people's quality of life."

"Actively supporting clients in their daily activities and seeing the immediate impact."

## Why do you work for Civic?

"Because Civic puts their clients first."

"It's a rare thing to work so closely with people by assisting with their daily living. Making a difference to a person's life in that context is highly rewarding."

"To align myself with a service that has the best interests of the clients at heart."

**19%**  
of staff have  
10+ years  
of service

# SUPPORT US

As a Not-for-Profit organisation, all Civic's donations and surpluses are re-invested to ensure that we can continue to provide support and opportunities for individuals to reach their goals.

Any donations made to Civic will assist us to invest in machinery to improve the business-to-business services offered by Civic industries and also to further develop the facilities for supported employees.

Donations also help to purchase technology and communications equipment to further assist our clients.

You can also support us by becoming a customer of Civic Industries, working with your organisation to implement socially responsible procurement practices by using an Australian Disability Enterprise. See pages 14-15 for more information.



## You can support Civic by:

### Phone

Call 1800 253 743 and ask to make a donation.

### Email

[enquiries@civic.org.au](mailto:enquiries@civic.org.au)

### Online

At [civic.org.au](https://civic.org.au) using a credit card.

### In person

You can make a donation in person by visiting our offices during business hours.

**We are located at 103 Cawarra Road, Caringbah, NSW 2229.**

### Bequest

You may choose to leave a bequest to Civic Disability Services in your Will. This will ensure you leave a lasting legacy. Speak to us about what your bequest could mean to the lives of people with disability and ask your solicitor for advice.

# THANK YOU

We would like to thank all those individuals and organisations that have supported Civic and our work throughout the year. This includes funding bodies, customers, suppliers and individuals who support our fundraising efforts in cash and in-kind.

**Each and every  
one of you makes  
a difference.  
Thank you.**



**“How  
wonderful it  
is that nobody  
need wait a single  
moment to improve  
the world.”**

**- Anne Frank**



**“It’s the simple  
things in life that  
are the most  
extraordinary.”**

- Paulo Coelho