

**ANNUAL REPORT
2018**



CIVIC



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FROM THE


CEO & CHAIR

Civic's 60th anniversary has been an opportunity to acknowledge and celebrate the foresight of our founding members and the achievements of Civic as an organisation.

Across our 60 year history, our investment into human rights has been consistently evident. Qualities such as equality, security, recognition, dignity and respect were core to the families who founded Civic in 1958 and

today it is embedded into our vision - Human Potential, Realised.

Now in 2018, our impact is our signature. Over the past twelve months, Civic has



We take pride in delivering quality services and supports to customers and families – giving every opportunity to lead the lives they want.

remained committed to supporting customers to discover and know their strengths, set their goals and to get involved. We have guided and supported families through the

NDIS, opened opportunities for their loved ones, and allowed them to lean on our experience. We have empowered staff to be their best selves, to give of their talents and to share their expertise. The social challenges set before us give us every chance to reimagine, redesign and readdress our goals, and central to this are customers, their families and our staff. It is their stories and experiences that are paving our way.

We take pride in delivering quality services and supports to customers and families – giving every opportunity to lead the lives they want. Our offering has grown and acknowledges the complexity of our sector. Our accommodation aims to deliver individual excellence; our supported employment gives independence, choice and control; our hubs offer inclusion and the chance to explore; and our clinical services provide unique health management.

This year, we have seen a significant shift from the traditional approach of disability service delivery to an approach aimed at maximising our social, financial and sector impact. The results have confirmed our goals and provided Civic with tangible partnerships, financial stability and ongoing opportunities for our customers and families. In fact, this innovative work has been recognised with Civic winning a Westpac Top 200 Business of Tomorrow award – setting the tone for our organisation.

At Civic we deliver community outcomes in true partnership.

Key to our service delivery are our partnerships – community, corporate, government and individuals. These vital connections ensure we remain relevant and connected.

Looking to the future we have chosen four key focus areas to guide us, they are: Our Purpose, Our Offerings, Our Connections and Our Mana (the spirit of Civic). As always, our people are the key to this approach – we want to be a people first organisation of choice.

Civic is very proud of our 60 year history – at the same time we know that the next 60 years will be a journey that we are already reimagining. We take this opportunity to acknowledge and thank our customers, families, staff, volunteers, board members and supporters.

Yours sincerely,

Annie Doyle and Luke Streater
Civic CEO and Chair

OUR P U



88%
CIVIC STAFF
CARE ABOUT
ME

87%
CIVIC STAFF TREAT
ME THE SAME AS
OTHER PEOPLE

85%
I AM HAPPY TO
TELL MY FRIENDS
ABOUT CIVIC

83%
I AM HAPPY WITH
THE WAY CIVIC IS
HELPING ME

RPOSE

We realised we were about to walk with many people who trust us, through a paradigm shift that would dramatically change the face of how they live their lives. We owe it to them to do it seamlessly, responsively and thoroughly.

To date, almost 200,000 people with disability Australia-wide, along with their families and friends, have navigated the NDIS. The NDIS has resulted in an enormous shift in thinking and Civic has dedicated 1000s of hours supporting customers through the transition.

Civic is meeting this challenge as we continually gauge the needs and wants of customers, providing them with an array of tailorable options to support them at the right time and right place.

Civic acknowledges that, in this new market, customers now have the freedom of choice. Not

only to choose which organisation they wish to engage with but also to choose what they would like to do to live the life they want to live.

Civic's aim is to deliver services to customers seamlessly, responsively and thoroughly. To achieve this, creative, custom-designed solutions for current and future customers is our direction.

Civic is continually enhancing the customer experience. To support this we measure and track outcomes and in turn this informs our service provision thus providing the right support at the right moment. >>

83%

CIVIC'S SUPPORT
HAS HAD A POSITIVE
IMPACT ON
MY LIFE

ATTENDANT CARE AUDIT - MAY 2018: *It was evident throughout the audit that customers continue to be well supported by the organisation, maintain and maximise their independence and are treated with dignity and respect. All customers interviewed were positive and reported satisfaction with the support and resources they received.*

Being closely connected with our community and our partners is our foundation - they are our building blocks for quality services, products and programs.

These connections are vitally important as we strive to embed ourselves in the community. Our big-hearted staff and customers volunteer on numerous projects including community gardens, helping our farmers and the homeless.

Civic events are an opportunity for our organisation to celebrate and share. This year was important as we enjoyed our 60th anniversary. We hosted several events including a Hi-5 Concert, a 60th Anniversary Dinner and a Family Fun Day in South West Sydney.

Hi-5 performed songs for over 300 children, their families and friends during the school holidays. They gave us their music, time and energy. It was an amazing event specially organised for children with disability.

“My son had such a wonderful time today. It was such a safe but fun event - he sang and he danced and his smile was a joy to see!” - Mother.

The Family Fun Day, hosted by Civic’s Wattle Grove Hub in South West Sydney had an enormous impact on the lives of Civic customers, families, the local community and our staff. South West Sydney is a large



geographical area where customers are often car dependent and can often feel socially isolated. Civic’s event was purposefully organised to bring everyone together and the sense of connection and community was evident.



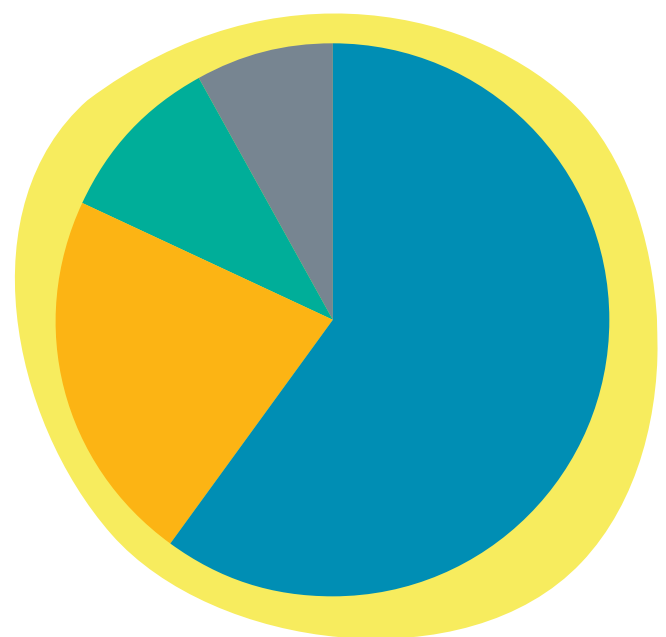
“I have met so many new people today and had fun playing basketball for the first time. When are you doing this again?” - David.





REVENUE BY SERVICE TYPE %

■ Accommodation	60
■ Individualised Services	22
■ Centre-Based Respite	10
■ Industries	8





OUR OFFER

We have been listening to what our customers actually want, not arriving with the solution that we think they need.

This year Civic has looked closely at our diverse range of service offerings. We focused on what we do best and how we can provide maximum value to the lives and wellbeing of our customers and their families.

Civic has introduced new training opportunities including hospitality, floristry and office administration. Nicole is one of our dedicated hospitality students and her work in our café is giving her the opportunity to practice her food preparation skills and connect

with customers and staff. We have seen such a significant and positive change in her conversational skills. Nicole goes home each day and spends time telling her family about what she made in the kitchen that day. Her confidence has grown, as has her smile.

The success of our hospitality services has resulted in the expansion of our cafés where, in collaboration with Cumberland Council, we now have a coffee cart located in Merrylands. This has provided supported employees with

ING

“

I really love training in Civic Café. One day I want to open up my own café in Paris! - Nicole.

”

a valuable employment opportunity and the chance to engage further with their local community.

Our floristry program has also bloomed! Civic has rolled out the Ring O'Roses Program. This social enterprise program incorporates floristry training using generously donated flowers from local businesses. Participants take their creations to aged care facilities in an effort to address social isolation in the elderly.



Another of Civic's successful social enterprises is Civic Crew. The award-winning Civic Crew is a great example of our ability to identify employment gaps in the marketplace. Civic Crew recruits and trains people onsite at Civic and then finds and supports the placement of small teams of supported employees within businesses across all regions. The Department of Defence, Holsworthy Barracks has embraced our Civic Crew. Looking ahead, Civic Crew is hoping to engage other partners to grow this essential program.

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Civic has also listened to our customers and made enhancements to our existing offerings. We have reimaged our current products and services, introduced new methods of communicating and used digital technology to assist with customer retention and satisfaction.

This year we have grown our accommodation services. We have achieved this by opening several homes, transitioning 24 existing customers. We are very considered in our approach and always take the time to match customers to homes and housemates to ensure a positive experience living with others in the community.

Recently, a home became available close to Civic which was perfect for four mates. They have known each other since school and have been working together at Civic Industries for many years. It is now their home and when they aren't at home relaxing together, they are learning new skills or are out and about visiting places, enjoying their independence.

Their story has particular significance as it taps into the bigger issues around our ageing population and the need to reach out to parents who are at the stage where they are no longer able to care for their son/daughter in the family home. Accommodation is not only a core Civic service but it is an ongoing issue for our families. To enhance and evolve this critical service, we give customers the chance to view homes via 3D technology so that finding a new home is a much easier process.

Civic has developed a cohesive approach to growth by enhancing our existing offerings and by developing new services. We will continue to listen to customers and grow our offering across all areas.





I am sad but happy at the same time that my son has moved into a wonderful Civic group home with his mates. I know that he will be well cared for. - Errol's mum.





OUR CONNECT

The customer experience of quality is created moment by moment in the interaction with staff and Civic. Civic is determined to do quality differently.



TIONS

Connectivity to customers, families, staff and partners is vitally important to the success of the organisation. We know that to mitigate risks and maximise opportunities we needed to implement new systems.

Civic has been dedicated to improving the method and quality of connections with customers over the last twelve months with a particular focus on enhancing their digital experience. We have improved response times to customer enquiries and streamlined the process of providing relevant information and customer-centred solutions.

Civic is determined to do quality differently. To do that, we are implementing tools that measure our practices and service quality against industry and internal benchmarks. We have digitised internal review processes and introduced a framework which will guide us in building responsive innovations to drive excellence in service provision. Civic maintains a variety of external accreditations aligned to the services we provide. These include the NDIS Quality and Safeguarding Framework underpinned by ISO 9001 Quality Accreditation.

We have implemented new systems that have rationalised processes from staff recruitment to systems that impact staff during their work day. The introduction of new systems that improve incident, hazard and feedback tracking have provided us with the resources we need to manage risk and safety issues even more effectively.

Communication is crucial and connecting internally allows staff to join the organisational journey. To support this, Civic has introduced a new intranet and reworked our digital communications so that staff can communicate effectively in real-time. >>

Our team of staff are our greatest asset. Having the right systems and processes to support our teams enables effective connections and interactions that lead to growth and evolution. Innovation and IT solutions provide important opportunities for our large, geographically diverse workforce to collaborate and participate in generating ideas that ultimately contribute to improving the way we do things for customers.

Civic is evolving the way in which we capture the progress of customer outcomes. This will enable us to clearly understand the customer experience and our service effectiveness. A customer who has been achieving her goals this year is Fetten. She arrived in Australia with her family a few years ago from Syria. Fetten was a quiet person who was socially isolated due to English being her second language. She has been working in Civic Industries where she has achieved many outcomes. Since joining the Ring O'Roses program at Civic, Fetten has blossomed, her confidence has grown and she is now engaging with staff and smiling more. She really enjoys connecting with the community when she delivers the beautiful posies that she has created to elderly residents. Fetten is realising her potential!

I love flowers! I really like putting them together and giving them to other people.

I want to be a florist's assistant after I finish my TAFE course. - Fetten





OUR MANA

Civic has set out to define and create a culture that embodies what it means to belong to the Civic family. We understand that a strong, positive culture within the workplace is imperative, as customer satisfaction and customer experience correlate highly with employee experience. Thus enabling our human potential to be realised.

We have focused on forming a culture around the concept of 'Mana'. Mana, an Austronesian term, is a belief of a superpower quality that resides in people. To have mana implies the ability to perform effectively in any given situation. Mana means having a sense of honour and pride in all you do, but conversely it also means acting with humility. We are deepening how we embed our mana into our organisation to ensure that everyone in Civic understands the importance of what we do each and every day.

To be able to deliver the high quality, consistent services that customers and

We learned that in order to realise the human potential of those we support, we must also bring into realisation, the human potential of the people who support them.

families have asked for, Civic has developed new models of staffing and enhanced our employee on-boarding journey. We have refined the recruitment process and assisted Civic in finding talented staff who understand our bigger picture and share Civic's values of diversity, empowerment and integrity.

At Civic, we want to create a holistic experience for all employees by creating



“
Catherine
I like working for a company that has quality services and a ‘can do’ approach... I wanted a challenge.
 ”

“
Josefine
...Civic has a good reputation and a high quality of care.
 ”

meaningful work, effective and efficient systems and processes and career development opportunities wrapped in a work environment that is informed by wellbeing. One such wellbeing program, Civic Champions, combines fitness sessions at our Civic gym, team opportunities such as fun runs, dance classes, fruit and veggie boxes as well as organisational competitions.

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Sixty years ago, Civic was formed by a group of parents wanting meaningful work for their children. Today we embrace these beginnings by continuing to support people in their endeavours to engage in the community, be gainfully employed, to have the opportunity to experience new things and achieve their goals.

Currently Civic Industries employs 130 people with disability across a variety of supported roles. Having a job increases confidence and skills and offers the chance to socialise and make friends. Civic supplies ongoing support in an inclusive environment, a personalised career plan, on and off-the-job training, regular social events such as BBQs, and a free gym with a personal trainer. This bundled approach to supported employment provides more than a work-life balance.

Our social enterprises have expanded beyond Civic Industries, lawn mowing teams and Nourish Café to also include a coffee cart located in Merrylands, a catering business run from Civic's kitchen, a mobile car wash and Civic Crew – a work placement business with a difference!



Martin, a Civic customer for five years, has been part of Civic Crew since its inception. Martin started in the factory and then two years ago started work at Holsworthy Barracks in administration. He was a quiet person who enjoyed the work but we could see he had so many more talents to give and grow. He was provided with the opportunity to learn customer service skills and to become our Civic Café barista in our hospitality training facility



“

I love making and delivering 'the best' coffees to staff. I am a star! - Martin.

”

and wow... he has found the stars. A chatterbox, Martin will take any chance to engage and entertain staff. In fact, he has shown so much potential he works in Civic Crew enterprises across several locations and is taking it in his stride.

We recognise that everyone is unique. Every staff member brings their own talents, skills, interests, passions, expertise and experience

with them. For example, Corey, a Civic Practice Leader, is a street artist and he has been collaborating with Civic's customer, Andy, to produce creative art for the walls around Civic Industries.

At Civic we do more than support people - we encourage, explore, engage and let them find their own way to success.

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Luke Streater
Chair BBus (Land Economy), GAICD



Dunstan de Souza
Deputy Chair BEC, LLB



Michael Coughtrey
Treasurer BBus, LLB, CA

A



Liz Clowes

Director LLB(Hons), BA (Psych)



Glenn Coleman

Director GradDipAppFin



Kelly Wood

Director BE(Hons), ME(mgt), FRAeS



Peter Lewis

Director



Les Roelandts

Director AdvDipHR & AdvDipAppMgt



Annie Doyle
Chief Executive Officer BBus(Acc)

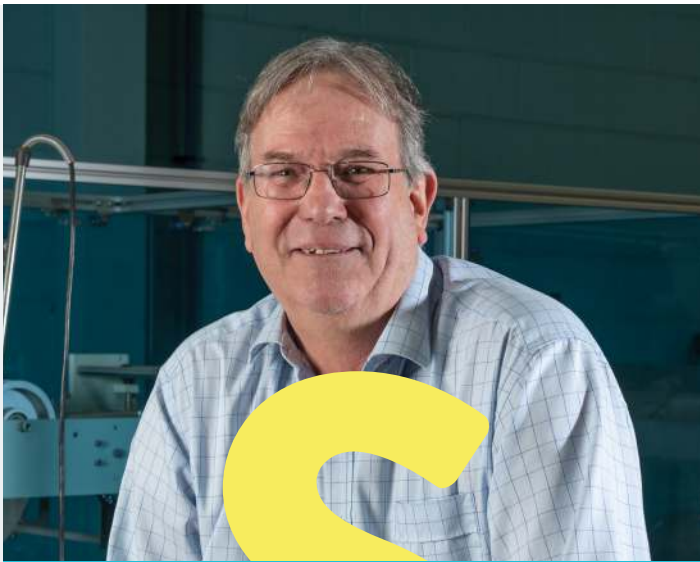


Mike Churchman
Chief Financial Officer MA(oxon), ACA, AGIA

LEADERS



Nicole Fitze
General Manager Special Projects
MMgt, GradCerHR, GradDipMgt(PP)



Peter Moore
General Manager Civic Industries



Demelza O'Keefe
General Manager Systems and Communications
MPM, GradCertBUSMGT (Project Mgt), Sydney Leadership 2016



Kate Smith
General Manager Business Development
B.Soc.Sci, Cert IV Community Services - Disability, Cert IV Frontline Management


SHIP



Carrie Voysey
General Manager Service Improvement
BA(Welfare Studies), currently studying for Dip(Quality Mgt & Safety Mgt)



Kylie Crofts
General Manager Human Resources
B. Business (Human Resources and Industrial Relations)



**We reinvested
surpluses
back into our
services**

FINANCIALS

During the 2018 year Civic completed the full transition to the NDIS and with a large investment in our people, processes and systems we are now well-placed to achieve our goals over the coming years.

Civic has continued to steadily grow in 2018, with Revenue growth of 27% following on from our 26% growth in the 2017 year. This growth has been carefully planned and centred around the core accommodation business, which now contributes 60% of Civic's Revenue.

The Balance Sheet continues to strengthen. Our triennial revaluation of property assets has added \$4.4m to Net Assets which is in addition to the \$1.5m of Operating Surplus for the 2018 year. The Surplus of \$1.5m for the year was achieved without any exceptional items (the 2017 year included a surplus of \$0.8m relating to the integrations of New Era and RecAbility and also some one-off funding due to the move to the NDIS).

The transition to NDIS funding has dramatically changed the business and this evolution will continue over the coming years. 2019 promises to be another significant year with a budget set for continued growth and our healthy financial position enables us to continue to invest in talent, innovation, technology and business opportunities as they arise.

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 you all, our supporters, for contributing to these results.

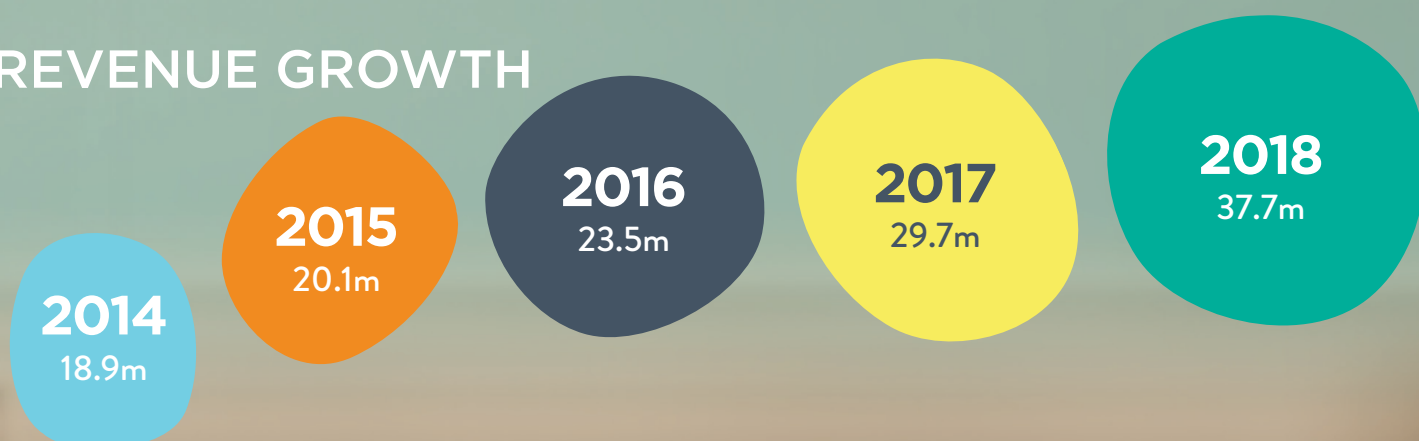
Michael Coughtrey

Chair of Audit & Finance Committee

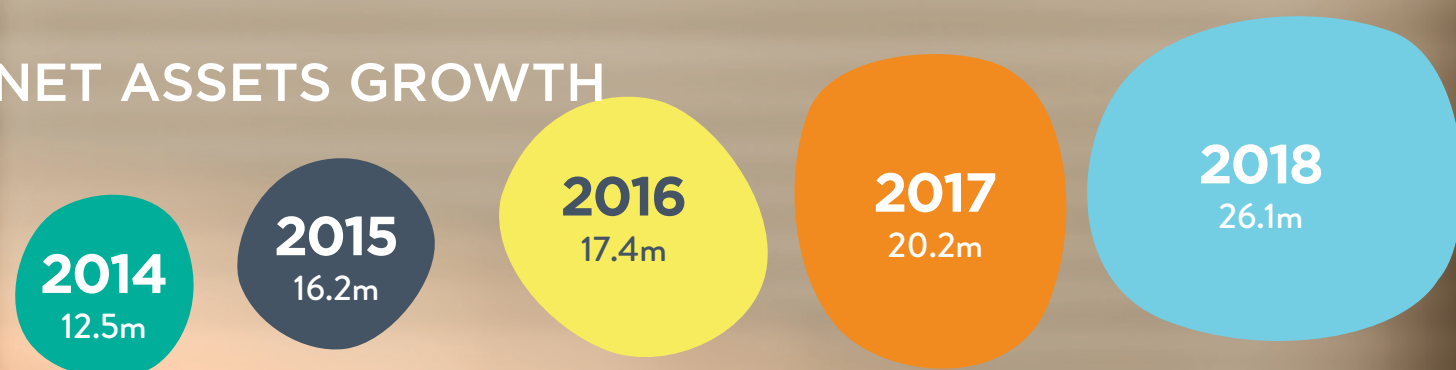
Mike Churchman

Chief Financial Officer

REVENUE GROWTH



NET ASSETS GROWTH



SURPLUS & DEFICIT STATEMENT

	2018 \$ms	2017 \$ms
Funding Revenue	33.6	25.2
Other Revenue	4.1	4.5
Total Revenue	37.7	29.7
Personnel Expenses	29.6	22.2
Other Expenses	6.6	4.6
Total Expenditure	36.2	26.8
Operating Surplus	1.5	2.9

STATEMENT OF FINANCIAL POSITION

	2018 \$ms	2017 \$ms
Current Assets	5.7	5.6
Non-Current Assets	27.3	21.7
Total Assets	33.0	27.3
Current Liabilities	6.6	4.5
Non-Current Liabilities	0.3	2.6
Total Liabilities	6.9	7.1
Net Assets	26.1	20.2



CONTACT US

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South East Sydney Office

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Caringbah NSW 2229

South West Sydney Office

14 Mill Road
Liverpool NSW 2170

Shoalhaven/Illawarra Office

82 Illaroo Road
North Nowra NSW 2541

Hurstville

Community Hub

Shop 6 , 1 Jack Brabham Drive
Hurstville NSW 2220

New Era

Community Hub

123 Flora Street
Sutherland NSW 2233

Sutherland

Community Hub

Masonic Hall
Corner East Parade
& Moore Street
Sutherland NSW 2233

Wattle Grove

Community Hub

Australia Park
Australis Avenue
Wattle Grove NSW 2173

Civic Crew Coffee Cart

16 Memorial Avenue
Merrylands NSW 2160

Nourish Kitchen + Café

82 Illaroo Road
North Nowra NSW 2541

Children & Young People Services

Caringbah NSW 2229

School Leaver Programs

Sutherland NSW 2232

Supported

Employment

Caringbah NSW 2229
Holsworthy NSW 2173
Merrylands NSW 2160
Nowra NSW 2541