

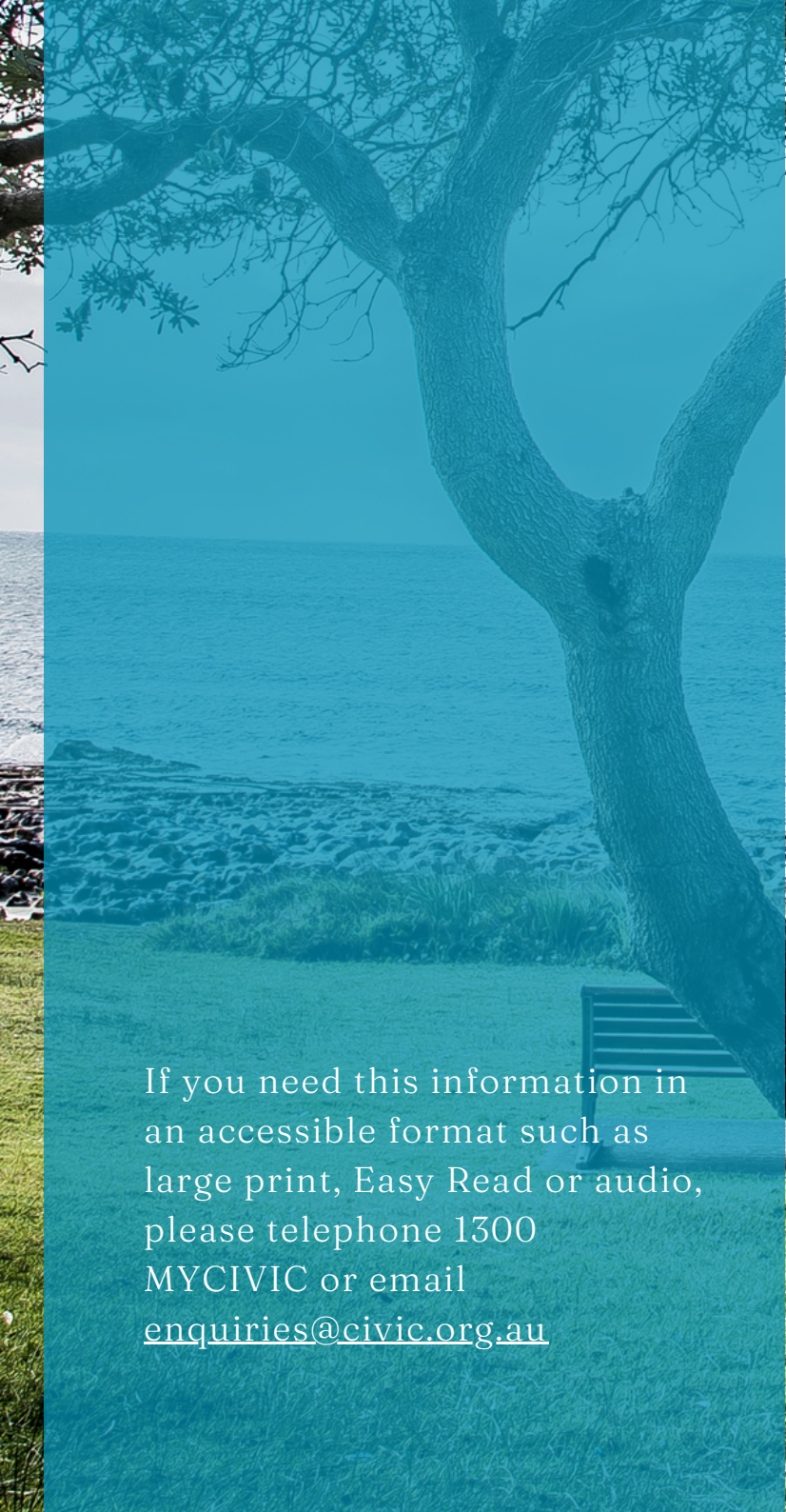


Annual Report

Human potential, Realised

PUBLISHED NOVEMBER 2022 | CIVIC DISABILITY SERVICES

CIVIC



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"If the previous year was characterised by resilience, the past year has been one defined by recognition and reconnection."

Annie Doyle, CEO

Acknowledgement

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

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

In our role as a human services provider, Civic continues our commitment to supporting Aboriginal and Torres Strait Islander people to have a genuine say in the programs and services that impact them.

We renew our determination to genuinely listen to and learn from Aboriginal and Torres Strait Islander people and to develop and deliver services and supports that are inclusive and culturally safe for all.



Message from the CEO and Chair

As this report is published, it is hard to believe that, just one year ago, we were a community only just emerging from extended lock down. A collective group of people who had come together through the hardest of times, to deliver essential services in the face of a global pandemic.

Vaccinated yet tired, lockdown was behind us and we hadn't yet had the opportunity to acknowledge the lasting impact of the past 12 months. A year on, and we can now look back on the opportunities that emerged as a result of this unique time – opportunities to reimagine services in a different and more meaningful way, to reconnect with our workforce and each other and to listen with authenticity to the many different voices that comprise the Civic of today.

Indeed, the words we use to describe the Civic of today are the same words we might have used 12 to 18 months ago: inclusive; innovative; diverse; an organisation that listens. The meaning of these words, however, is different. Thanks to the pandemic and to the people who make up Civic, these words, today, are more genuine and are reflective of an organisation that not only talks the talk but truly walks alongside the people we are here for.

There is no doubt the past financial year has continued to deliver external challenges. Severe weather events as well as the emergence of the highly contagious Omicron variant in December 2021 and the pandemic's associated labour shortages, have disrupted and displaced both where and how we live and work. Economic

pressures, including escalating costs of living and significant cost cutting from the National Disability Insurance Scheme (NDIS), have placed pressure on for-purpose organisations at a time when those they serve – the most vulnerable in our communities – need them most. We are grateful that, against this economic and environmental backdrop, we have continued to deliver financial results that support us in being able to benefit the communities we serve both now and in the future.

Indeed, over the past 12 months we have extended our services, growing our individual support capabilities and breaking ground on two housing developments that will deliver much needed social and affordable housing as well as specialist disability

accommodation within Sutherland Shire. We welcomed more than 200 new members of staff to the Civic family, supported 19 people to move out of their family home and towards independent living for the first time, and were awarded the Best Accommodation Provider accolade for our work supporting previously homeless individuals to access both the National Disability Insurance Scheme and housing tenancies through our partnership with SGCH. These achievements are testament to the resilience and commitment of our workforce and we take this opportunity to thank everyone who has continued to contribute – and achieve – so much.

If the previous year was characterised by resilience, the past year has been one defined by recognition and reconnection.

Recognising the contributions and achievements of both our workforce and our clients has been a key priority

Through the past financial year. Recognising, too, their voice – listening to their priorities in the wake of the pandemic and learning together a new way of working that supports Civic in delivering on its purpose: to realise human potential.

Our new way of working has resulted in a number of changes, some of which are physically evident at Civic's Cawarra Road corporate head office. With a hybrid corporate workforce, we chose to invest in an office refurbishment, breaking down walls to create a modern, open plan workspace. Equipped with desktops, improved social spaces and quiet meeting rooms, today our workspace is a wonderful, welcoming space that offers a place to reconnect. And where once we might have thought ourselves a flexible organisation, today we offer true flexibility and embrace the benefits that hybrid working offers.

Returning to face-to-face meetings, events and workspaces, we have also

had an opportunity to reconnect with Senior Leaders, supporting this critical layer of the organisation to re-connect with the organisation's strategy, vision and purpose and in turn, better equipping them to lead with this vision in mind.

Our senior leaders have become an important amplifier for the voice of Civic and it was with their partnership and support that the voice of Civic – the voice of our grassroots support workers and clients – was amplified at our Senior Leader Conference. An absolute highlight of the past year was witnessing four groups from across the organisation present their 'Big Idea', pitching to our Innovation and Quality Board Sub-committee for the funding and support they needed to get their grassroots idea off the ground and up and running as a service. Fast forward just a few months, and we're thrilled to see the fruits of this grassroots innovation emerge as unique service offerings, that are truly reflective of our organisation's voice.



connect

Our journey of reconnection has also taken us on one of diversification. Events of the past two years have allowed us to get to know clients and staff on the most human of terms. While human services rely on relationships, these relationships have strengthened and deepened as, together, we navigated hard times.

Culturally, we are now better connected to the rich ethnicities that comprise the Civic community - the events, beliefs, languages and relationships that adorn our lives and make us so rich, diverse and interesting as an organisation. We have benefitted from the lived experience of the Aboriginal community in this journey and I am delighted that Civic is continuing its journey to reconnect with the oldest of cultures in the months and years ahead. Again, where before we would proudly think ourselves and our services inclusive, today I know we are working towards services, programs and opportunities that truly have inclusion at their heart.

Over the past 12 months both the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability and Civic's participation in a Coronial Enquiry have called on us to look deeper. The Disability Royal Commission has required us all to carefully examine our practices, priorities and purpose; the ways in which we include and govern and listen; and the ways in which we deliver and develop our services. I am proud of the way in which Civic has navigated this landscape, supported by our Board of Directors, and we will continue to follow and support the work of the Commission. Our hope is that this careful examination will drive systemic improvements that will ultimately safeguard those most vulnerable in our community.

Our focus on quality and safeguarding has continued through 2021-22 and our comprehensive Enterprise Risk Management System (ERMS) is now active across all levels of the



organisation. This year our Board also continued their focus on risk governance, taking part in a Board Education Day designed to further build capacity in governing and leading for Human Rights, quality and safeguards. Quality was also at the fore as Civic this year undertook Audits to ensure ongoing compliance with both the NDIS Practice Standards and ACIS 4.0, ensuring Civic remains one of the only disability service providers also approved to deliver iCare attendant care services.

Our ERMS also underpins the practice by which Civic is delivering on its strategy. Initially imagined as a three-year strategy, we are now two years into its life cycle and, while COVID-19 called on us to focus solely on the safe continuation of services, we have made great steps forward in realising the Civic we imagined when the strategy was first conceived. As you will see in this report, our focus on the social impact we create and the wider impact we strive for is now fine-tuned and

closely aligned to both our mission and the wider outcomes that the Australian Disability Strategy, Closing the Gap targets and United Nations Sustainable Development Goals work towards. This focus is driving our partnerships and decision making, keeping us aligned to our vision, mission and values and opening up opportunities that will support in delivering key outcomes. We have also made huge leaps in equipping our workforce with the tools they need to do their job, with the majority of our systems now fully transitioned to a cloud-based, Microsoft platform that can be accessed anywhere. Critical information is now at the fingertips of our workforce and we look forward to the continuing roll out of our digital roadmap, which will see our HR and rostering platforms replaced in late 2022.

There is no doubt we would have been unable to achieve all that we have in the past year without the support of our partners. Civic's clients and


workforce benefit directly from the opportunities created by these partnerships, and we are excited to have developed new and important relationships over the past 12 months. Of key note is our ongoing partnership with Psykinetic, with whom we are working towards a truly revolutionary technology offering that we hope will improve the lives of countless individuals with severe and complex disabilities; and that with BGIS, whose support of Civic's Crew model of employment is opening up exciting employment opportunities for those who may otherwise fail to sustain mainstream employment. Civic also continues to partner with a number of housing providers, many of whom work tirelessly to explore innovative and different ways to support people with disability to live independently and we are proud of our ongoing work with Summer Housing, Enliven and SGCH.

What sits at the heart of the past year's achievements, and this report, is

people. Some we met for the first time, others we sadly lost. Each have a story, and it's those stories that we are proud to be here to witness and support. We continue to be honoured to be trusted by so many to deliver what we so often refer to as 'supports', but which are actually the small moments in every day that add up to the stories of a person's life.

Annie Doyle, CEO and Dunstan de Souza, Chair of the Board of Directors.





**"Events of the past two years
have allowed us to get to know
clients and staff on the most
human of terms."**

Dunstan De Souza, Chair of the Board of Directors

Treasurer's Address

In 2019, when the foundations of our current organisational strategy were conceived, Civic laid out our intention to deliver a model of financial security and financial asset utilisation that can adapt to change.

The extent to which we would need to navigate and adapt to change perhaps could not have been predicted at that time, with the impact of a global pandemic yet to come. However, I am proud to say that Civic today is well placed to sustain and grow its essential services, despite this backdrop of change.

Through the 2021-22 Financial Year, Civic's Audited Accounts report an operating surplus of \$1.2m. While this is a significant reduction on the surplus reported in the previous finan-

cial year, it is indicative of a year in which Civic's focus was on the continuation of a safe and quality service through the COVID-19 pandemic. Indeed, the financial impact of the pandemic was largely offset by the National Disability Insurance Agency's COVID-19 subsidies, which supported Civic and other organisations in the continuation of essential services.

Civic's ability to continue delivering essential supports that benefit the communities we serve is underpinned by the organisation's revenue, which grew from \$58million in 2020-21 to \$61m in 2021-22. This marks the seventh year of sustainable growth and is reflective of an organisation that NDIS Participants and Senior Australians are choosing to trust.

While the National Disability Insurance Agency showed signs in 2021-22 of cutting back on price limits as well as the funding afforded to existing Participants in the Scheme, Civic has welcomed the focus of the new Government in addressing some of these concerns. We will continue to participate in Pricing Reviews and advocacy relating to the cost and pricing of safe services that support individuals to not only live, but to thrive.

The organisation's net assets also now sit at \$40.9m, ensuring the stability of the organisation in the years ahead and providing a base from which our impact can be extended.

In line with Civic's continual review and upgrade of systems, Civic imple-



mented a cloud-based, Microsoft platform that integrates with Civic's Customer Relationship Management (CRM) platform and which ensures the future stability and security of critical financial data.

It is a reflection not only of our community's support, but of the dedication and commitment of Civic's workforce and leadership, that we have emerged from the pandemic as a resilient and stable organisation, capable of true change and innovation long into the future.

Michael Coughtrey, BBus, LLB, CA
Treasurer

In Memoriam

Anthony Streater

We first met Anthony when he joined Civic's community hub in Sutherland, having left Bates Drive School, where he had been school captain. At the Hub, Anthony was supported to improve his independent living skills with the goal to start work at Civic Industries. Anthony achieved this in just a few short years and was able to join his two best mates at work.

Anthony went on to become the face of Civic's lawnmowing crew and became known all over Sutherland Shire – particularly at Woronora Cemetery and the surrounding cafes. He loved heading out with the team every day and, for that reason, rarely if ever took 'sickies'. Anthony was also well known at Civic's respite when it opened at

Kingsway - he looked forward to his weekends away with his best mates from work. In 2018, Anthony left his family home for the first time, joining four other housemates to form a strong and lasting friendship. In 2021, poor health resulted in Anthony moving to Civic's aged care services for a period, before being admitted to Sutherland Hospital and latterly Lark Ellen in September 2021.

We will remember Anthony for his big smile, his booming voice; his love of music and singing; and his ability to charm young ladies – always sweeping them off their feet for a waltz, regardless of whether at work or at the weekend disco. We will miss Anthony's excitement for the Cronulla Sharks, and sitting down to share his favourite cappuccino and caramel slice.



Nikki Wilson

We first met Nikki when she joined Civic's New Era community hub, 25 years ago. With her love of music, it was here she first became known as the 'ultimate dancing Queen'. In 2018, Nikki was able to move in with her long-standing best friend, where she became part of the ultimate 'girl' house. This move was a dream come true for Nikki and it was here she blossomed – something often echoed by Nikki's parents, Anne and Kevin. The five female housemates became the perfect blended family – the very best of friends and staff were privileged to support.

Nikki loved 'pussy cats', babies, was a fanatical Sharks fan and thought everyone and everything was 'cute'. Civic Operations Manager, Bronwyn, fondly recalls Nikki absolutely loving to belt out Abba songs with her housemates and it's this fun-loving attitude that is so much missed by everyone who knew Nikki.

Richard Alunni

In his relatively short time at Civic, Richard touched several of our teams – firstly living in South West Sydney, before moving to South East Sydney in December 2020. After a short period in hospital, Richard then moved to Civic's aged care supports in 2022 to ensure his support needs could be met.

Richard loved listening to his radio, singing, playing quizzes, telling stories and listening to staff read him novels.

During his last six months at Civic, Richard received a fitted electric wheelchair that enabled him once again to take part in his favourite activities - enjoying fish and chips after a long stroll by the beach and visiting his old haunts in Bankstown. Richard is sadly missed by all those who knew him.



Nikki Wilson



Richard Alunni

Brian Nobbs

Brian served continuously as a company director from 1989 until 2018. Prior to this, he was a member of the Management Committee from 1982, the Company President from 1993-2001 as well as Chairman of Civic's former Accommodation and Community Services Committee.

Brian's breadth and duration of service toward Civic and those the organisation supports is unmatched and his presence at Civic's corporate head office, where he remained a frequent visitor, will be sadly missed. A graduate in Business Administration and Contract Law, Brian's career was spent supporting Government bodies and private corporations.

Brian also brought his invaluable perspective and lived experience to Civic's governance, as a loving father to his daughter, who Civic has worked along side and supported for several years.

Carolyn Lusted

'Caz' is remembered as a caring, funny and strong individual, who inspired all who worked alongside her.

Joining Civic in July 2019, Carolyn touched the lives of many staff and clients during her time with us. Starting her life at Civic as a casual support worker, her dedication to clients, teamwork and her hard-working attitude did not go unnoticed, benefitting the client and staff across three busy sites.

Latterly, Carolyn was an integral member of the community hubs team, working across three community hubs, where she found her true Civic home. Carolyn was much-loved by staff and clients at our Hubs - always putting her hand up to help and support clients. She was notorious for her great sense of humour and her imaginative arts and crafts skills and she is sadly missed.



Peta Fenwick

Peta was a familiar face at Civic's New Era Hub, attending day program there for more than 20 years. It was at New Era that Peta established lifelong friendships and, in 2001, the community came together to celebrate her 21st birthday at the centre.

Civic Practice Leader, Katy, spent many years getting to know Peta at the Hub, and remembers the way Peta sang Katy's name in greeting whenever she saw her.

In 2019, it was Civic's honour to support Peta to move out of her family home for the first time, transitioning into supported independent living at her new home in Gynea along with three friends in 2020.

Together, the girls enjoyed High Tea, tending to their garden, exploring the great outdoors and who can forget the establishment of the 'Dudley-Street

Band' in September 2021, Peta showing off her skills on the drums.

Peta loved living with three other like-minded young women in her new home, where she lived until illness took her to hospital late last year. Peta is much missed by all those who knew her.



Peta Fenwick

Chris Gabriel

Earlier this year, Civic was saddened by the unexpected loss of Board Member, Chris Gabriel.

Chris' contribution to Civic and the wider community was exemplary, and his absence has been keenly felt by all who knew and worked with him. Chris first joined Civic's Board of Directors in 2005. Serving as Board Member and Treasurer until 2014, Chris chose to return to Civic's Board in 2019. A respected and active board member, Chris also served on Civic's Corporate Governance and Risk Committee and most recently took part in Civic's Board Education Day and Senior Leader Conference.

Chris was a much-respected pillar of the local Sutherland Shire Community, known not only for his esteemed experience as a Chartered Accountant and registered company auditor, but for the values he embodied.

As well as supporting Civic, Chris served as Director of the Payce Foundation, a large, private charitable foundation.

"On behalf of everyone at Civic, I would like to acknowledge the incredible legacy Chris leaves behind," says Dunstan de Souza, Company Chairman.

"Like many organisations, the work we do at Civic is dependent on the people who support and work with us. Chris was one of those people who brought his very best to Civic. We – and the Sutherland Shire community – are better off for Chris' contribution and we will continue to remember and celebrate all he achieved."

For all those we have lost in the past year, Civic is privileged to have been part of these lives, whether working alongside or entrusted to support.





belong



**Embed a lean, agile
and tech enabled
operating model**

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

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

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

**Deliver meaningful market
differentiation through a
culture of relationship
driven services**

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

Strategic Focus

The 2021-22 financial year represented the second year of what was originally conceived as a three-year strategy. And while the COVID-19 pandemic called on us to prioritise the safe delivery of essential services, this past year afforded us time to reflect on learnings from the pandemic and revisit the strategy to ensure its goals remained aligned with the voice of Civic and its overall mission. Today, our focus remains on the delivery of initiatives that will drive us forwards towards our strategic goals.



Civic is committed to ensuring people with disability and other underrepresented communities live in a built environment that is accessible and inclusive, and which supports all people to live independently, with choice and control over where they live and who they choose to live with.

Civic achieves this through its services, partnerships and projects, which aim to improve access to affordable and long-term housing, prioritising accessible and well-designed built environments that enable independent living and choice and control.

Our Impact

Access to Safe Housing

So much of what Civic does centres around housing, homes and living. In 2021-22, access to safe, sustainable housing remained one of Civic's core priorities, supporting more than 250 clients to sustain tenancies across more than 50 homes and continuing to work with housing providers such as Summer Housing, Enliven and SGCH to explore and support innovative ways to live independently.

Access to housing, of course, remains a critical challenge not only in New South Wales but across Australia, and Civic is committed to supporting people with disability and other empowered communities to not only access housing, but to sustain their tenancies, too. Having successfully secured \$3million through the Community Housing Innovation Fund

(CHIF), Civic has been working with NDIS participants and other stakeholders this year to design and build a social and affordable housing complex in Sydney's Sutherland Shire. Building on Civic and SGCH's 'My Home' model, which supports previously homeless individuals living with disability to access the National Disability Insurance Scheme, and secure tenancies within social and affordable housing units, Civic aims to support another 11 individuals to access these tenancies as well as the all important wrap around supports that help sustain tenancies, in the coming year.

Also breaking ground this year was Civic's Specialist Disability Accommodation property development, a stone's throw from the sought-after

beachside location of Cronulla. With completion due in 2023, this site will offer a mix of High Physical Support, Fully Accessible and Improved Livability tenancies for NDIS participants, and has been designed with independent living in mind, with five semi-independent units sharing 24-hour, on site support. Civic was also recognised in 2021 as the sector's 'Best Accommodation Provider', specifically for the supports Civic has put in place to support nine individuals who had previously been homeless, to access the NDIS, and to secure and sustain tenancies across two affordable housing developments. This project was made possible by Civic's partnership with SGCH, who are similarly committed to improving housing outcomes for those with disability through the accessibility of their social and affordable housing developments.

Similarly, Civic's delivery of on-site shared supports across High Physical Support SDA developments grew in the past financial year, in partnership with both Enliven and Summer Housing. An early partner in the delivery of this model, Civic has witnessed firsthand the incredible impact securing independent living can have for those previously residing in aged care facilities, with access to modern assistive technology and on-site shared support heralding a new way of living that truly builds capacity. It is gratifying that the NDIA have now chosen to both recognise and fund the supports that ensure this independence for so many.

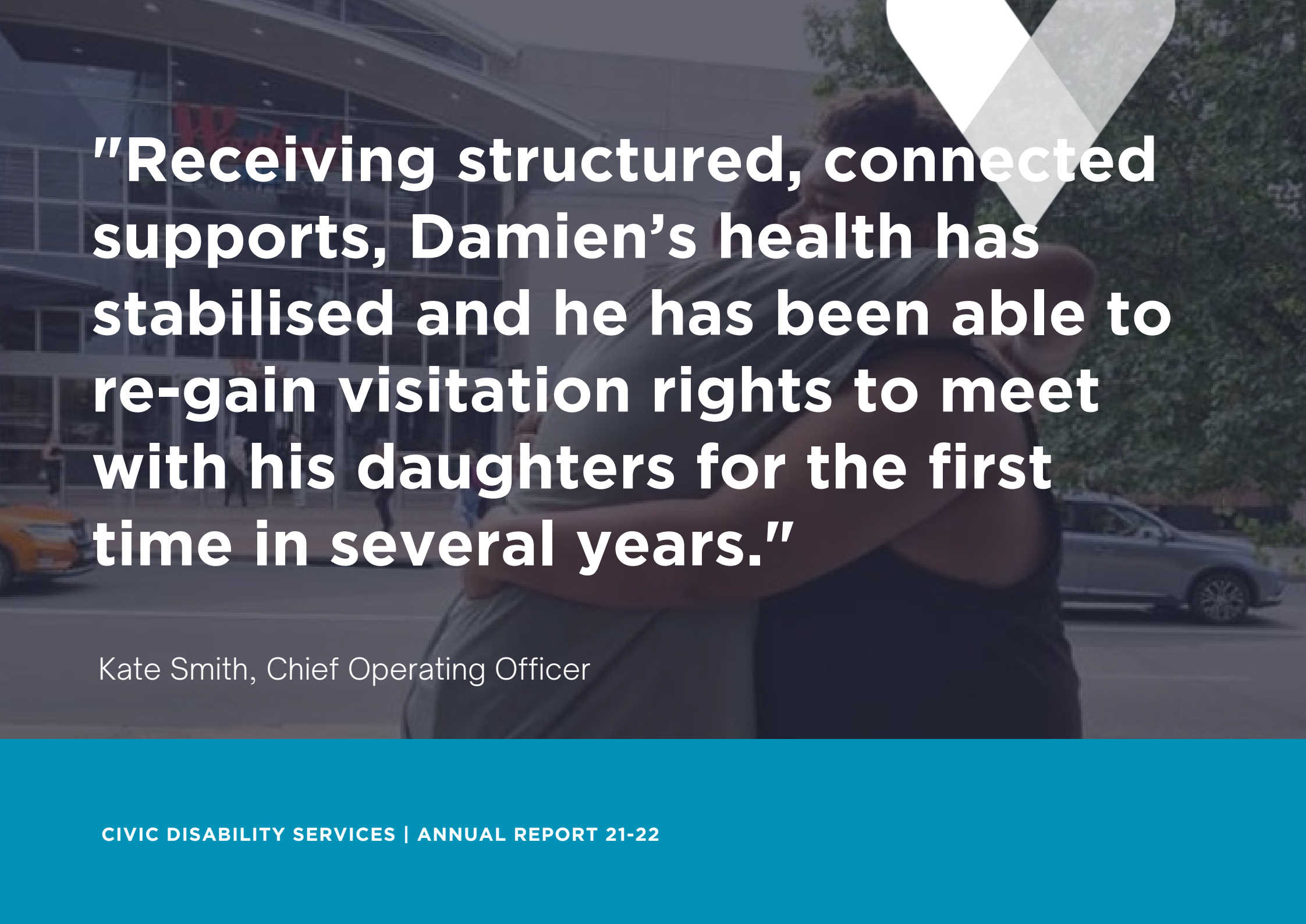
Across Civic's Supported Independent Living services, Civic welcomed 19 new residents, each of whom were carefully matched to both vacancies and housemates. Civic continues to oversee an intake and onboarding process that, with human centred design at its heart, results not only in sustainable and long-lasting tenancies but also in

cohorts of housemates that truly enjoy one another's company and who can achieve their goals together.

Civic's focus, as always, remains on the delivery of supports that meet the specific needs of the individual, and Civic's home and living and tenancy services reflect that individual approach. Today, we will walk alongside clients to determine what a successful home and living support might look like - whether that's living together with housemates, receiving supports in their own home, or living alone with individual and informal supports in place.

Indeed, Civic's individual support services extended in the past financial year, welcoming 35 new clients across Greater Sydney through Civic's partnership with community providers. There is no doubt, through the year ahead, we will continue to innovate and adjust our home and living services to deliver the supports our clients want and need.



A background image showing a man in a grey t-shirt hugging a woman in a black tank top. They are standing in front of a modern building with large glass windows. A large white 'X' graphic is overlaid on the right side of the image.

"Receiving structured, connected supports, Damien's health has stabilised and he has been able to re-gain visitation rights to meet with his daughters for the first time in several years."

Kate Smith, Chief Operating Officer

'My Home'

Civic Disability Services was this year named Most Outstanding Accommodation provider at the 2021 Disability Service Awards, recognising Civic's work supporting previously homeless individuals with disability to access the NDIS and maintain tenancy in partnership with social and affordable housing provider, SGCH.

"I'm incredibly proud of the team who have been involved in this project and of our partnership with SGCH," said Civic CEO, Annie Doyle.

"It is hugely gratifying to support individuals who have been homeless for a long period of time to enter into a tenancy agreement for perhaps the first time, and provide the wrap around supports to sustain that tenancy long-term. These outcomes are what we strive for every day."

Civic's My Home Project was first established in 2020 in partnership with social housing provider, SGCH, and aimed to look at innovative ways to support those with disability who had been historically unable to maintain long-term tenancies.

Taking a human centred design approach to service design and development, the project revealed the need for tailored, wrap around supports that would ensure the stability of the tenancy into the future.

To date, Civic has supported 10 individuals, most of whom have a history of living in crisis accommodation, unstable tenancies or homelessness, to access both tenancies and the supports needed to maintain long term tenancy.

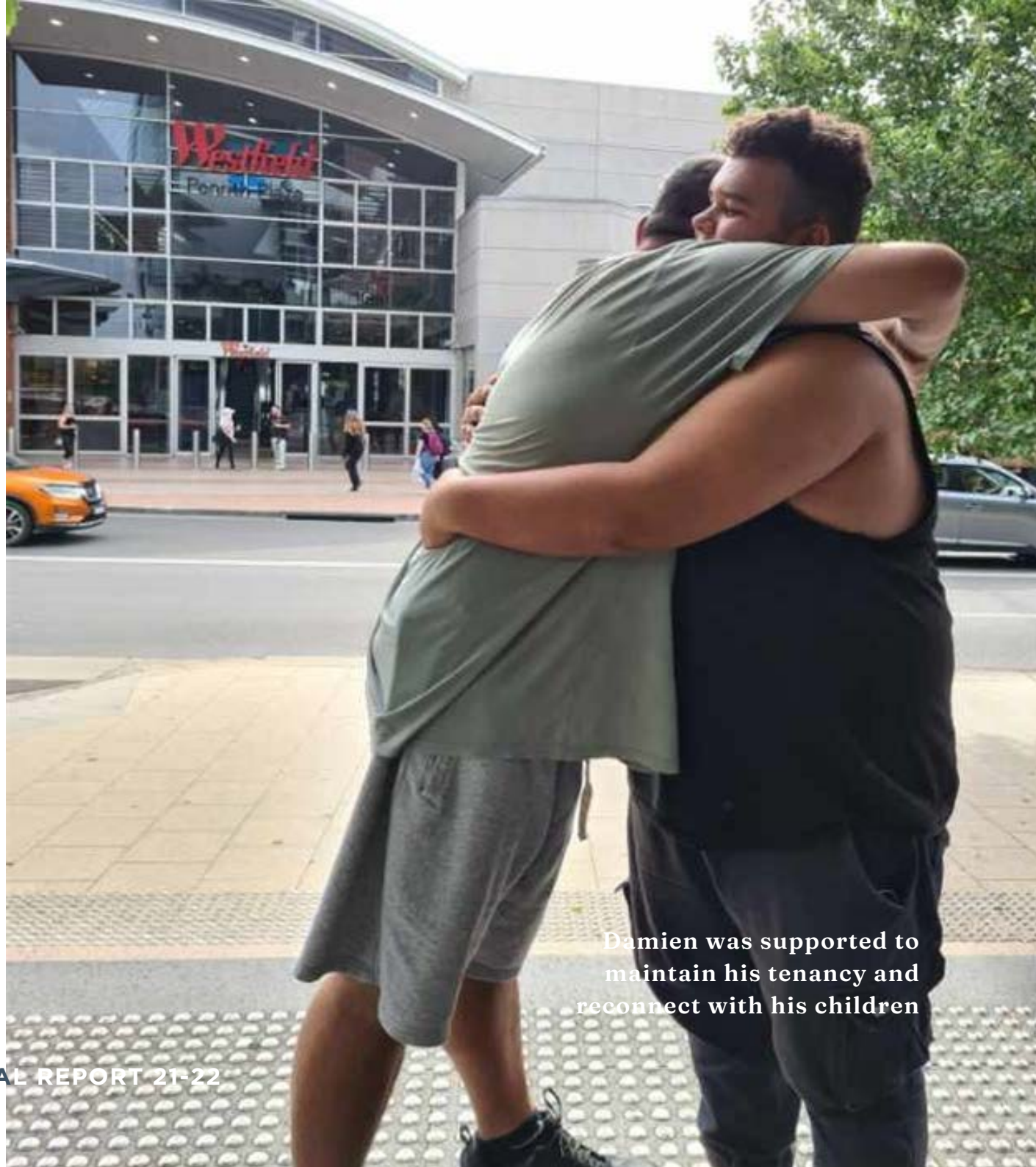


Damien, who has resided in social housing as part of the project since 2020, received the award together with team members from Civic and SGCH.

Under the project, Damien was supported to access Housing Pathways and transition into his own apartment.

Receiving structured, inter connected supports, Damien's health has stabilised and he has been able to regain visitation rights to meet with his children again for the first time in several years.

“Damien's story should be an inspiration to everyone and indicate the incredible impact housing and supports can have on the overall wellbeing of individuals,” says Annie. “Not only has he been able to achieve a stable living environment, this circumstance has now led to the reintroduction of critical family connections into his life.”



Damien was supported to maintain his tenancy and reconnect with his children

Built to Platinum Accessible Housing Standards, Civic's flagship Specialist Disability Accommodation (SDA) development will offer independent living to five individuals in need of independent living arrangements. Catering to all levels of SDA and providing an important opportunity to support those with high support needs, Civic has partnered with NDIS Participants in the design and finishes included in the build.

“Civic has long been committed to improving the availability of accessible housing for those living with disability and other underrepresented populations and I’m thrilled that, over the next two years, Civic will be taking great strides towards this goal,” says Annie Doyle, who met with SDA participants this week to consult on the finer details of the development. “Civic now has two flagship developments that will take shape in coming months, delivering both affordable and community housing as well as specialist disability accommodation to those in need in Sutherland Shire.”

Civic's Flagship SDA Development



Artist's Impression of bedroom



Artist's Impression of exterior



Civic is committed to ensuring people with disability and other underrepresented communities have equal access to meaningful employment opportunities, enabling them to plan for the future and exercise choice and control over their lives.

Civic achieves this through its services, partnerships and projects, which aim to increase employment for people with disability and other underrepresented communities, and strengthen financial independence.

Our Impact

Economic Inclusion & Meaningful Work

Despite ongoing conversation regarding the poor economic and employment outcomes for people with disability, there remains much to do. Through our social enterprises and partnerships, Civic remains committed to creating meaningful employment and learning opportunities that drive both economic outcomes and overall wellbeing and has in the past year supported more than 150 individuals with disability to access ongoing employment.

In 2021-22 Civic's Industries social enterprise marked a milestone with its ongoing partner, NSW Health, delivering the 300,000th baby bundle to new parents in New South Wales. "Not only does the baby bundle support the wellbeing of new parents

and babies, but it also provides meaningful employment for people with disabilities in an inclusive workplace," says General Manager of Civic Industries, Peter Moore.

Currently, the labour force participation rate for people of working age with disability is 53% – compared to 84% of people without disability. "We're delighted that, in partnering with organisations such as NSW Government, we have been able to expand our impact over the past few years, increasing our workforce and offering secure employment and therefore better financial outcomes for people with disabilities in our local community," says Peter.

Over the course of the past 12 months, Civic has explored and established

new partnerships, too, building on its award-winning Crew model to delivery on-site supports at mainstream employers, and therefore promoting the benefits of inclusive employment to other organisations. Civic's partnership with Mainfreight expanded, with a Crew of people with disability now working on site at Mainfreight's Prestons site, supported by Civic, and we took our first steps towards an ongoing partnership with International facility management provider, BGIS, establishing Crews to support in the delivery of Department of Defence contracts.

Civic's Kitchen & Catering social enterprise also re-established its on-site presence following cafe closures through lock down and, today, Civic delivers cafe and catering services

from three thriving cafes. Supporting individuals with disability to learn hospitality, barista and culinary skills, Civic's Kitchen & Catering social enterprise also provides ongoing education and training and is set to grow further through the 22-23 financial year.

Work for people with disability is not simply about financial gain. It is about finding a place where your contributions are valued, and the culture within the workplace is just as important. Through ongoing events, training and other moments to connect and belong, Civic is committed not only to creating opportunities for employment, but to ensuring these opportunities have real meaning, and that the workplace is truly inclusive of all people.



Civic established new opportunities within the Department of Defence through our ongoing relationship with BGIS

Sarah's Story

Sarah Elliot may only have three per cent vision in one eye, but that hasn't stopped her pursuing her dream to become a chef. Today, Sarah is proud of her position as the state's first blind female Chef de Partie, working at Civic's Nowra-based Kitchen & Catering social enterprise.

The road to her current role in the Civic kitchen has not been an easy one, with Sarah overcoming many challenges to get where she is today. Before pursuing her culinary dreams, Sarah was employed as a community welfare officer at a local welfare organisation where she worked supporting vulnerable members of the community.

While she had never studied cooking, in 2017, Sarah was at home when she heard on ABC local radio about an introductory cookery course being

offered at the local PCYC. With her interest piqued, Sarah began to enquire about enrolling in the TAFE Certificate III in Commercial Cookery – a course that prepares you for success as a cook or chef in the hospitality industry.

TAFE, Guide Dogs NSW/ACT, and a local disability support organisation supported Sarah to work towards her goal, adjusting the kitchen at the Nowra TAFE campus before she started the course, labelling stoves, ovens and food storage areas with tactile labels to support her learning.

In 2019, Sarah successfully completed her TAFE Certificate III in Commercial Cookery and set about putting her new skills and knowledge into practice.

Sarah applied for several roles, but the qualified cook experienced many



knock backs, which she contributes to her age (Sarah is 51 years old) and her vision impairment – obstacles many local restaurants and cafes saw as too much of a challenge in a commercial cooking environment. In late 2019, Sarah secured an apprenticeship at a local café, where she worked for 12 months.

Starting in the Civic Kitchen in 2021, Sarah has now completed her Certificate IV and finished her apprenticeship in May, now working two days a week in the kitchen.

Food Experience Manager, Joel Grove, was excited to offer Sarah an apprentice role at Civic, who is now a third of the way through her apprenticeship and working two days a week at the café.

“Civic is committed to creating inclusive workplaces that are accessible to everyone. We don’t look at a person and say, ‘You can’t do that’, we look at them as say, ‘How can we

support them to achieve their goals’,” says Joel.

“The team at Civic are amazing, I couldn’t work with a better team – the ‘Kitcheneers’ is what I like to call us” says Sarah.

The kitchen equipment has been modified and Sarah often works in the kitchen with another Civic Chef, Tim who has over 30 years’ industry experience. Sarah uses talking scales, but a lot of the preparation work and measuring is done by feel and Sarah boasts she has minimal cuts.

Now having been in the Civic kitchen for over 12 months, Sarah enjoys working on a variety of tasks including preparation work, preparing catering orders and cooking and preparing orders for customers.

“I absolutely love my role at Civic! It is an incredibly encouraging, creative, and dignified working environment and its bags of fun to boot! My

favourite thing to cook is bacon and eggs and I make a delicious breakfast wrap”, says Sarah.

Other menu items Sarah prepares are muffins, banana bread, tabouli, fruit compote, and Gozleme – a favourite dish Sarah and Tim regularly make together.

With big plans on the horizon, Sarah is now talking about becoming a qualified and registered trainer so she can help others archive their chef dreams.

“I can’t thank Civic enough for the support and opportunities they have provided me. I count my role at Civic as both pleasure and privilege. I feel part of the team and part of the future of Civic. This is only the beginning.”



**"It is an incredibly encouraging,
creative and dignified working
environment, and it's bags of fun
to boot!"**

Sarah Elliot, Chef de Partie, Civic Kitchen & Catering Nowra

explore



The background of the slide features a blue-tinted image. On the left, there is a large, friendly cartoon dog with large eyes and a smiling mouth. On the right, there is a photograph of several people participating in a marathon or race, wearing athletic gear and bib numbers. A large, white, stylized 'X' shape is overlaid on the top right corner of the image.

Civic is committed to ensuring people with disability have access to the supports they need to participate equally in the community, and that community attitudes and spaces support inclusion and participation for those with disability as well as other underrepresented communities.

Civic achieves this through its services, partnerships and projects, which aim to build positive community attitudes and opportunities for inclusion and involvement in community activities, such as education, work, training, recreation and cultural life.

Our Impact

Social Inclusion

It is critical to the health outcomes and human rights of people living with disability that everyone is able to fully participate in social, recreational, sporting and cultural life. Through its Community Programs and partnerships, Civic remains committed to not only ensuring people with disability can participate equally in community, but also that community attitudes and spaces actively support inclusion.

In striving for inclusive communities, Civic this year partnered with the Sutherland Shire Council to ensure the voices of the Civic Community were heard in the development of the Disability Inclusion Action Plan.

"Supporting more than 750 clients, it is vital that Civic participates in these

consultations to ensure all people have a voice and an opportunity to be heard. Only then can we have true engagement and participation in the community," says Civic's Chief Operating Officer, Kate Smith. Through the consultations, Civic and other stakeholders heard of the many environmental and other challenges faced by people with disability, not only in accessing physical infrastructure but also in accessing recreational activities and informational resources.

In reflecting on these insights, Civic was proud to support two large-scale community running events to ensure they were the most accessible and inclusive events in their history, and increase representation in the events

of people with disability. Taking part in the 50th Sutherland to Surf event, Cameron, who took part in the race along with his brother Byron, credits his time of 1 hour and 35 minutes to the support he received from Justin, senior account manager at Civic.

"I wanted to thank Justin for all the support he gave me during the race and for running alongside me," he said. "I wouldn't have made it as well as I did without him."

Civic's partnership with the event is reflective of the organisation's commitment to having a big impact, ensuring events such as this one are inclusive, representative and accessible to people of all abilities. And, according to Annie Doyle, Civic CEO, achieving this comes down to our

people. “Our staff don’t just speak about accessibility and inclusion, they live it and breathe it, every day,” she says.

Partnerships, too, play an important role in driving this impact.

“Civic and Wanda Surf Lifesaving Club were committed to working together to make the race more accessible for people with disabilities,” says Annie. “As an organisation we are always looking to partner with purpose. To form partnerships that drive positive change and empower any person living with a disability to reach their full potential.”

Indeed, Civic's ongoing partnership with the Cronulla Sharks also provides ongoing opportunities to participate in sporting events and promote inclusion on a larger scale.

Throughout the past 12 months, Civic has also focused on developing its own community programs to ensure they



Civic's partnership with the Cronulla Sharks creates opportunities for those with disability to participate in sporting events and promote inclusion.

are reflective of the programs and experiences desired and enjoyed by those who participate in them. Civic's community hubs have grown successful cooking and music programs, as well as a literacy program that has gone from strength to strength in the past 12 months.

Attendees at Civic's community hubs have also been supported to establish and grow their own social enterprises, with a gardening program blooming into a fledgling retail business selling beautiful succulents, and a card-making program now offering greetings cards for sale.

Social inclusion is also at the fore through Civic's supported holidays - which were re-established in 2021 as State and International borders reopened - and CHSP offerings, ensuring programs such as Ring O'Roses continue to engage Senior Australians, and through the provision of essential respite for the elderly at Civic's Woollooware Cottage.

Civic has also continued its commitment to ensuring information and resources are accessible to those who need them, supporting everyone to access the same important information. "This became critical during the COVID-19 pandemic, when complex and important information was changing on a daily basis," says Lizzy Fowler, General Manager of Brand Experience. "Civic's Engagement Protocols and Accessibility Guidelines ensure all the information we produce is done so in a way that can be accessed by those reading the information. Where information has not been created in Easy Read, large font or audio, our accessibility statement ensures these resources can be requested directly."

This is one of the many small ways Civic is supporting those with disability and the wider community to embrace inclusion, and deliver mainstream supports and services that are welcoming of all people, regardless of ability and culture.



**Civic's Ring O'Roses
initiative was in
full bloom in 2021-22**

Doc's Story

All champions start their day with a full breakfast. That's how Damian and David (a.k.a. Doc) start their day together, each Saturday, before heading to the Southern Districts Rugby Club, where they are both part of the team.

Being part of a team can have a transformative impact on people's lives – connecting people with their community, boosting their confidence and empowering people to realise their potential.

Doc, an NDIS participant and Damian, Practice Leader at Civic, know this from personal experience.

Damian has played for the Southern Districts since he was in primary school, starting out in Juniors and now currently playing and coaching the club's fourth grade team. Doc's

Southern District's journey, meanwhile, started in early 2021 when he first joined the team to support as a 'runner' during training and the games. But Damian and Doc didn't meet at the rugby club, Damian has been working with Doc, initially as his support worker, since 2017, helping him achieve his goals while also giving him the support he needs. Over the years their friendship has grown, built on a solid foundation of trust and 'mateship'.

One of Doc's goals over the past couple of years has been to join a community sporting club – a goal that goes hand in hand with his well-known love of sport. Knowing full well the benefits of being part of a team, and to support Doc in achieving his goal, Damian asked Doc if he would like to be part of the Southern Districts club.



“I first asked Doc back in 2021 if he would like to come with me to the club to meet the team and see if he would like to assist the team during warm up and throughout the game.”

The trial was a hit, Doc absolutely loved it and so did the team.

Doc quickly became one of the ‘boys’, taking on his role and officially being named “head hydration manager” for the Southern Districts fourth grade rugby team.

Unfortunately, due to the Covid-19 pandemic the sporting season was cut short and, after a handful of games, the club had to cancel what was left of the season. But it didn’t dampen Doc’s sense of pride and happiness, and the achievement he felt by becoming part of the team.

Fast forward to today: the 2022 season is up and running, and with round 13 taking place this weekend, Doc is a well-established part of both the Southern Districts Rugby Club and the

team. Doc’s role spans the whole morning – from the pre-game preparation, warming up in the gym, to the game itself and, of course, the post-game celebrations.

“It’s really exciting that we are able to continue to support Doc on this journey and have him be part of team,” says Damian. “Each week you can see his confidence out on the field grow, as well as his friendships with the team and members of the club.

“As Doc walks through the Club and out on the field, he is greeted with a sea of handshakes, pats on the back and waves of hellos – everyone is friends with Doc.”


When the game starts, it’s down to business for Doc. Taking up his position on the sidelines, Doc takes his role seriously, constantly monitoring the water bottles, refilling, and running them out to the players during breaks in the game. Doc is also quick to motivate and cheer on the players and

he is one of the first to shake their hands post game.

Thanks to Civic’s involvement in the team, Civic was recently offered the opportunity to support Doc and the whole team as an official sponsor – helping to provide the team with a training set and playing shorts.

“We are proud of Damian and Doc’s achievements, and grateful for the club’s support in helping Doc’s goals become a reality, so we are pleased to be able to support the club by sponsoring the training kit,” says Bronwyn Afflick, Civic Operations Manager.

Civic’s partnership with the Club also demonstrates Civic’s commitment to building inclusive communities and cultures, inspiring others to participate in local sporting teams.

A group of approximately 20 people, mostly men, are posing for a group photo on a grassy sports field. They are wearing blue t-shirts with the word 'CIVIC' and a logo. Some are standing in the back rows, while others are kneeling or sitting in the front. The background shows a clear blue sky, trees, and various banners along the edge of the field. A large white graphic of a stylized 'X' or 'V' shape is overlaid on the right side of the image.

"As Doc walks through the Club and out on the field, he is greeted with a sea of handshakes, pats on the back and waves of hellos – everyone is friends with Doc."

Damian Byrne, Practice Leader



learn

A man and a woman are standing outdoors, both wearing high-visibility orange safety vests over their clothing. The man is on the left, wearing a dark blue shirt, and the woman is on the right, wearing a grey jacket and sunglasses. Both are smiling and making peace signs with their hands. The background is a blurred outdoor setting with some structures and a cloudy sky. A large, stylized white heart shape is overlaid in the top right corner of the image.

Civic is committed to ensuring people with disability and other underrepresented communities achieve the highest possible health outcomes throughout their lives.

Civic achieves this through its services, partnerships and projects, which improve the capability of health service providers to meet the needs of people with disability and other populations and which prioritise prevention and early intervention health services.

Our Impact

Equal Access to Healthcare

Civic's vision - to realise human potential - rests on our mission to eliminate social injustices experienced by people with disability and others. Ultimately, these represent barriers to wellbeing, and Civic's services, projects and partnerships continue to be guided by our commitment to ensuring people with disability, senior Australians and other underrepresented communities achieve the highest possible health outcomes throughout their lives.

The work we do in supporting individuals to access housing, employment and inclusive communities is all designed to improve health outcomes, both now and in the future, and at any stage in life.

Civic's ongoing commitment to the

long term health outcomes of those we support has been evident in Civic's robust and responsive approach to the pandemic, through which we took a proactive approach in ensuring the health and wellbeing of our clients, workforce and wider community.

Civic also continues to engage a dedicated team of clinicians who provide expert oversight of Civic's Clinical Governance framework as well as hands on clinical support and guidance to clients across Civic's services.

With lifelong clients remaining in our services, Civic has also focused on quality end-of-life supports, that carefully support those with disability to maintain choice and control at the end of their lives. It is a very great

privilege, as well as a weighty responsibility, to support clients, loved ones and employees through this journey and Civic is committed to ensuring dignity and voice in later life.

Mental health support for clients and our workforce has been front of mind in the past 12 months, ensuring delivery of mental health training, access to Employee Assistance Programs and establishing tools to support mental health when working remotely.

Two grassroots programs are currently being developed that will support in the delivery of proactive healthcare across our community in the months ahead, one drawing on a client's experience of peer support during his journey with mental health concerns;

and another drawing on a client's experience accessing inclusive fitness classes in the community.

"Stephen has been on a fitness journey throughout the past 12 months," explains Sita, Practice Leader at Civic. "But in this time he hasn't found an inclusive outdoor fitness class." Together, Stephen and Sita want to change this, and are currently working with a mentor to establish an inclusive community outdoor fitness class as part of Civic's Big Idea program.

In supporting clients and employees to fulfil their potential, promoting positive health outcomes will always be Civic's priority and, in the years to come, Civic's preventative approach to healthcare will continue to drive improved access to healthcare for all those we support.



Civic's robust and responsive approach to the pandemic ensured the health and wellbeing of our clients, workforce and wider community.

Connecting with Culture

A key focus of the past 12 months has been on reconnecting with our purpose, ourselves and each other. This reconnection has prompted a deeper exploration into the rich cultural makeup of Civic and the communities we exist in. And in listening to the diverse voices and backgrounds that comprise the Civic community, we have celebrated and been challenged in equal measure - renewing our determination to genuinely listen to and learn from Aboriginal and Torres Strait Islander people, as well as people from other communities and cultures, to develop and deliver services and supports that are inclusive and culturally safe for all.

We have and will continue to benefit from walking alongside lived experience on this journey, as we continue to reconnect individuals with their heritage, and support others to learn about and explore the diverse tapestry of cultures that comprise our community.

Rodney, a long term sports fan, was excited to work at the Indigenous Charity Football Tournament, where he met John "Jumbana" Moriarty and reconnected with his Mob



Technology Roadmap

Civic's technological infrastructure has undergone a transformation in the past two years, with significant investment underpinning our strategic objective to embed a lean and agile tech-enabled operating model.

Over the past 12 months, Civic's digital transformation continued, replacing our service delivery, financial and incidents, hazards and feedback systems with a single, cloud based, integrated Microsoft platform.

Accessible from anywhere, these systems support both our corporate and frontline service teams in accessing information and processing tasks, allowing them to focus on connecting with others and building relationships. In the coming months, we are excited to conclude this

transformation with the upgrade and integration of our HR and Rostering platforms, delivering a single Microsoft-based digital infrastructure that will support us into the future.

We are also excited to be continuing our journey to draw on technology to drive real social impact. At our annual Leader Conference, Civic welcomed Sarah Murray, who shared her vision for independent living supported by revolutionary technology and Civic has also made strides towards supporting those with significant disabilities to live a more independent life, continuing our exploration of AI through our partnership with Psykinetic. The potential for technology to transform lives is endless, and we are committed to continuing to explore this potential.



Accreditations and Memberships

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. Our independently audited accounts also ensure our accountability to our donors and the community.

Civic's policies and procedures reflect our commitment to creating quality services that are valued by clients and provide an environment where the health, safety and welfare of clients and staff is paramount. They also reflect Civic's Vision, Mission and Values.

Civic's Board, Management and Staff are committed to quality through sound governance and management across all aspects of our organisation.

External and internal audits are integral components of our quality management system, which is accredited to international standard ISO 9001:2015.

We make effective use of standards and related compliance activities to inform good practice and improvements in services.

Civic is a registered NDIS provider, and has met the NDIS Practice Standards, Quality Indicators. Civic complies with the Aged Care Quality Standards and with the Attendant Care Standards. We are also a Registered Community Housing Provider. Civic Industries is an Australian Disability Enterprise as well as Social Traders certified.



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