

A photograph of a man and a woman looking at a display of colorful flower bouquets in a garden setting. The man is in the foreground, looking down at the flowers. The woman is behind him, also looking at the flowers. The background shows green foliage and a blue sky.

civic

2025 Impact Report

Civic | human potential, realised

civic.org.au





Acknowledgement of Country

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

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

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

Acknowledgement of Lived Experience

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

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

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



Message from the Chair

As Chair, it is my privilege to introduce our Annual Impact Report and reflect on a year that has truly defined Civic's commitment to progress, resilience and community impact.

FY25 has been a year of transformation and achievement. While other service providers have faltered in what is undoubtedly a challenging operating environment, Civic's unwavering focus on our mission has delivered not only strong financial results, but also tangible outcomes for the communities we serve.

Our positive financial results are more than just numbers; they are the foundation upon which we are able to continue to build a future of opportunity and inclusion.

As Chair I am honoured to attend and be part of many significant milestones throughout the year. Among my proudest moments this year was the launch of the Hinkler housing development, a testament to our vision for accessible, secure housing for those most in need. This initiative, alongside the acquisition of a new site in Heathcote for future development, signals our long-term commitment to addressing housing challenges and supporting those at risk of homelessness. I was delighted to speak alongside tenants and their families at the opening of the development, which has now provided stable tenancies to 10 individuals for almost one year.

This year, Civic also entered the early childhood space through our partnership with Biala Peninsula, broadening our reach to Victoria, and deepening our impact on families and children with diverse needs. Civic's partnership with Biala Peninsula presents significant opportunities as we look ahead to the launch of Foundational Supports, through the Thriving Kids initiative, and I look forward to reporting on this in next year's report.



Our expansion, of course, is not about growth. It's about fulfilling our mission to ensure that every individual, regardless of age or circumstance, has access to the support and opportunities they deserve, and the opportunity to realise their unique potential.

Civic's partnerships have also flourished this year, amplifying our ability to deliver meaningful programs and services. Through the Structural Adjustment Fund, Civic has this year worked in partnership with the Centre for Social Impact to embed the Work Integration Social Enterprise – or WISE – model; and with Urban Green Sydney to establish our state-of-the-art Indoor Urban Farm. Both these projects – together with our thriving Gap Year program and recently launched Inclusive Employment Australia services – are also focused on establishing pathways to mainstream employment, removing barriers to provide even more sustainable, accessible work opportunities.

This year we also formalised our commitment to sustainability, reflected in our new Sustainability Strategy which offers a roadmap for our organisation and ensures our services remain future-focused. In the past 12 months we also launched Civic's bi-annual Impact Forums, which have brought together voices from across the sector, fostering dialogue, innovation and advocacy. These forums exemplify Civic's role as a convener and thought leader, driving positive change beyond our own organisation.

While we are focused on impact and outcomes, quality and safety for those we support remains our highest priority. This year, Civic's commitment to quality and continuous improvement was recognised through our outstanding audit results. Achieving 22 best practice recommendations across NDIS, ACIS and ISO 9001 audits is a remarkable accomplishment and a clear endorsement of the high standards we uphold in our services. This recognition reflects the dedication and professionalism of our entire workforce, and it assures our clients, partners and community that Civic remains a leader in delivering safe, effective and person-centred supports.

None of these achievements would be possible without the dedication of our people. I extend my deepest thanks to our CEO, Annie Doyle, whose leadership has steered Civic through complexity with vision and integrity. To our executive team and Board, thank you for your stewardship and strategic guidance.

Most importantly, I want to acknowledge our frontline workforce: the heart of Civic. Your commitment, compassion and professionalism are the reason we continue to deliver best practice supports and services.



As we look ahead, Civic's strong financial position and strategic foundations empower us to invest in innovation, expand our reach and remain steadfast in our mission. Together, we will continue to champion inclusion, drive impact, and build a future where every person is valued and supported.

Thank you for your partnership, and your trust in Civic.

Les Roelandts, Chair



Message from the CEO

As we reflect on the 2025 financial year, Civic can stand proud, not only for our unwavering commitment to upholding human rights and driving positive change, but for our exceptional achievements and performance during these challenging times. We don't celebrate Civic as much as we should, and as I reflect on our outstanding audit results, our strategic expansion, our inclusion in key sector initiatives and meetings, and our overall financial performance as compared to our peers, I am immensely proud.

This year marked the end of a three-year strategic period, during which we embedded our operations and positioned Civic for growth. We expanded our reach through the acquisition of Biala Peninsula and the establishment of Cawarra Residential, extending our services into Early Childhood Intervention and Social Housing. These partnerships have enabled us to support a broader range of individuals, including children with diverse needs and those at risk of homelessness.

We have also created new pathways to employment for people with disability, launching an indoor urban farm, partnering with Swinburne University and piloting our innovative 'Gap Year' program. Our successful tender for what is now known as Inclusive Employment Australia, and the launch of Civic Burger Kitchen in Nowra TAFE further demonstrate our commitment to meaningful employment opportunities.

Financially, Civic and its controlled entities remain resilient. Despite sector-wide challenges, our profit margin of 4.54% outperformed the median sector benchmark. We have maintained financial discipline, extended credit facilities and improved our reporting and data insights, ensuring agility in navigating NDIS complexities.



Compliance and quality remain at our core. This year, Civic achieved an outstanding 22 best practice recommendations across our NDIS, ACIS and ISO 9001 audits - an incredible testament to our team's dedication and an indication of the quality of supports and services delivered by Civic.

Advocacy is central to our mission. This year we have championed the rights of clients at risk of homelessness and funding loss, and our senior leaders have extended their expertise to boards and community councils, strengthening Civic's voice across the sector. Community partnerships continue to flourish. From sponsoring the Sutherland 2 Surf and supporting inclusive playgrounds, to collaborating with Cronulla Sharks and The Pavillion, we have deepened our impact - as well as awareness of our organisation and our cause in the communities we work in.

Our commitment to sustainability has also grown, with a new Sustainability Strategy and dedicated individuals driving environmental initiatives, including successful grants for solar and energy upgrades.

Our people and our culture are at the heart of Civic. This year we invested in leadership development and employee benefits - including the introduction of paid parental leave and Fitness Passport - resulting in improved employee engagement scores. Our commitment to inclusive training also earned us recognition at the NSW Training Awards.

Looking ahead, our new strategic plan focuses on developing customer intimacy, investing in product leadership and growing and diversifying our revenue in order to return to a sustainable margin. We will continue to embed our strategic foundations, investing in technology and data, and strengthen our engagement practices to ensure Civic's longevity and impact.

I would like to end by thanking not only our dedicated staff, partners and community for their ongoing support, but most importantly our clients - those who trust us, every day, to come into their lives, their homes and their workplaces, to support them. Together, we will continue to build a more inclusive future.

Annie Doyle, CEO



In Memoriam

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

Simon Jenkins – July 2024

Simon passed away after a long illness, surrounded by familiar faces. He was known for his cheeky smile, love of BBQs, music, and his record player. Simon brought joy and laughter to Manchester and later First Avenue, forming strong bonds with housemates and staff. His kindness and impact were evident as colleagues visited him in hospital during his final weeks. He will be greatly missed but fondly remembered.

Jeffrey Thurlow – August 2024

Jeff passed away peacefully with his husband and loved ones by his side. Though supported by Civic for a short time, he touched many lives at Wentworth. Jeff loved Marilyn Monroe, Golden Girls, and music. His bond with his husband Sebastian was cherished.

Jim Anastopoulos – November 2024

Jim joined Civic in 1999 and lived at Manchester and Roma. He was cheerful, loved holidays, cooking, music, and playing guitar. Known for his kindness and charisma, Jim will be remembered for his vibrant personality and the joy he brought to those around him.

Nick Baltzois – December 2024

Nick's passing was sudden and deeply felt. He lived a life full of adventure and was beloved at Roma. Known for his routines, community connections, and surprising chess skills, Nick was caring and appreciative of those who supported him.

**Yvonne Stocker – December 2024**

Yvonne grew up in Sydney and joined Civic through New Era, later moving to Kingsway. She loved art and had pieces featured in exhibitions. Known for her cheeky humor and welcoming nature, Yvonne was a bright light who will be missed dearly.

Johanna Hextell – March 2025

Johanna joined Civic in 2019 and was known for her gentle nature and love of adventure. She enjoyed drives, picnics, and spa days. Despite challenges during COVID, she embraced life fully.

Diana Turnbull – May 2025

Diana was a long-time member of Civic and a dedicated support worker. She was a fierce advocate for others and loved connecting with people. Despite health challenges, she lived life to the fullest, traveling and celebrating with loved ones.



#belong



Treasurer's Report

Civic has reported a strong financial result, highlighting our continued growth, resilience and commitment to reinvesting in the communities we support.

In FY25, the Civic Group, which includes our controlled entities Cawarra Residential and Biala Peninsula, achieved a total revenue of \$72.8 million and delivered an operating surplus of \$3.3m. This marks our 10th consecutive year of growth and surplus – testament to our dedication to financial stability without compromising on our mission.

This positive outcome allows us to reinvest directly into programs and services that create lasting impact. Our performance stands out in a sector where many providers are facing financial challenges. Amid these pressures, Civic's disciplined approach to financial management has enabled us to thrive and remain well-positioned to support our community.

The balance sheet further reflects our sound financial health, with net assets reaching \$54 million – an increase of 8% over the previous year. This growth is largely driven again by the strategic expansion of Civic's property portfolio with the completion of the Hinkler development and the acquisition of a property at Heathcote, earmarked for development as part of the Housing Australia Future Fund Initiative.

Looking ahead, Civic's financial position ensures we are able to continue investing in essential services, expand our reach and meet our long-term objectives with confidence.

Michael Coughtrey, Treasurer

#connect





Our People

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

Celebrating 5 years of employment at Civic

Sudip Kandel, Support Worker
Maggie Hamilton-Cookson, Support Worker
Benjamin Riggs, Support Worker
Lynda Okwechime, Support Worker
Cherish-Rose Tangohau, Practice Leader
Natasha Kariuki, Support Worker
Anna Lagana, Support Worker
Osman Sankoh, Support Worker
Ifeoma Okafor, Support Worker
Kadijata Jalloh, Support Worker
Danielle Roderick, General Manager Impact & Strategy
Noema Mahutariki, Training & Development Lead
Eliza Lukins, Senior Support Worker
Grace Anderson, Cafe Hand
Steven O'Neill, Process Worker
Samuel Colby, Process Worker
Abbie McGovern, Cafe Hand
Adam Moyes, Support Coordinator
Kiran Vippapoovula, Support Worker
Sabita Sitoula, Support Worker
Pauline Ayesimire, Support Worker
Vivian Udenwoke, Support Worker
Onyeka Udodi, Support Worker
Jane Achiro, Support Worker
Christie Mohammed, Senior Support Worker
Gad Mwangi, Support Worker
Rugiatu Sesay, Support Worker



Tanzima Sabah, Support Worker
Olive Vike Muhambe, Support Worker
Chikamma Morgan, Support Worker
Sergio Petrone, Support Worker
Roydon Beach, Support Worker
Kalpana Chudali, Support Worker
Karim Kassis, Support Worker
Benedette Onu, Support Worker
Rakesh Rana, Support Worker
Ramatu Sankoh, Support Worker
Saowanee Hodgkinson, Crew Leader
Jessica Reed, Practice Leader
Jin Fang, Crew Leader
Kerri Ann Dowdell, Cafe Hand
Olivia Connell, Account Manager
Kimberly Rathmanner, General Manager Finance & Co. Secretary
Phetchakarn Kerdkhaonoi, Crew Leader
Thanh Hai Luong, Support Worker
Kanchana Thananchai, Crew Leader
Analiza Streeter, Cafe Hand
Andrew Stuart, Cafe Hand
Anthony Mirabito, Process Worker
Elisa Pentecost, Cafe Hand
Matthew Wheelahan, Cafe Hand
Michael Stanton, Cafe Hand
Michelle Chalson, Cafe Hand
Thomas Maclachlan, Cafe Hand
Cameron Moody, Process Worker
Byron Moody, Process Worker
Kimberlee Morris-Keen, Account Manager
Junior Michael Ngapaku, Support Worker
Michael Ferras Teves, Support Worker
Theresa Malaeulu, Support Worker
Abrihal Pokhrel, Support Worker
Anastasia Carroll, Support Worker
Jordan Obert Mapfumo, Support Worker
Martha Obeng Boahemah Boateng, Support Worker
Corinne Ashleigh Lomas, Support Worker
Mohammed Kawser, Support Worker
Cathie Beach, Office Manager
Katelyn Roffey, Occupational Therapist

Celebrating 10 years of employment at Civic

Peter Moore, General Manager Industries
Ann Doyle, Chief Executive Officer
Joel Banks, Support Worker
Emma Attard, Support Worker
Ngqabutho Mtemeri, Support Worker



Ngqabutho Mtemeri, Support Worker
Bradley Balderson, Process Worker
Peter Donevski, Process Worker
Daniel Schuettrumpf, Process Worker
Nerrilee Baker, Support Worker
Emma Heath, Support Worker
Mauricio Parraguez, Practice Leader
Michael McGee, Process Worker
Dane Raper, Process Worker
Rachael Brockwell, Team Leader / Occupational Therapist

Celebrating 15 years of employment at Civic

Jan Cantrell, Support Worker
Patricia Dale, Support Worker
Adrian Robins, Process Worker
Erin Carroll, Process Worker
Jhoanna Parker, Practice Leader
Richard Beers, Process Worker
Nicole Naralocnik, Process Worker
Jane Thorpe, Process Worker
Elisabeth Bell, Support Worker
Martin Buckmaster, Support Worker
Kylie Ramsay, Therapy Assistant (Speech)

Celebrating 20 years of employment at Civic

Adam Hedges, Process Worker
Karen Dart, Support Worker
Indira Patel, Support Worker
Elizabeth Rudd, Practice Leader

Celebrating 25 years of employment at Civic

Maryjanna Piotrowski, Practice Leader

Celebrating 35 years of employment at Civic

Christopher Holloway, Process Worker

Celebrating 45 years of employment at Civic

Annette Fahy, Process Worker



Delivering on Housing

This year, Civic and Cawarra Residential marked the official opening of 15 Hinkler Avenue, which contributes 10 community housing tenancies to the Sutherland Shire community.

The opening ceremony was attended by Her Excellency the Honourable Margaret Beazley, AC KC, Governor of NSW, as well as Sutherland Shire Mayor, Jack Boyd, Mr Simon Kennedy, MP, Eleni Petinos, MP and members of the local community.

Most importantly, the new tenants and their families gathered to celebrate the official opening of the development, show off their new homes and share a little about what life has been like since moving into 15 Hinkler Avenue.

Opening the event, Chair of Civic's Board of Directors, Les Roelandts, expressed deep pride in the project, reflecting on his own upbringing in community housing.

"This development is more than bricks and mortar—it is a sanctuary for individuals who have faced housing insecurity," he said. "It represents opportunity, dignity and a renewed sense of community."



Originally purchased in 1984 and previously used as a children's respite centre, 15 Hinkler Avenue has now been transformed into a modern, accessible development that offers 10 warm, welcoming homes thanks to Civic's vision and perseverance, and the support of key partners.

Civic's CEO, Annie Doyle, reflected on the decade-long journey to bring the project to life.

"This development is a beacon of transformation. It shows what can be achieved when vision, collaboration and community come together," she said. "We are proud to deliver stable tenancies to those facing barriers to housing."

In his speech at the event, Mayor Jack Boyd noted that the much-needed Caringbah-based project was made possible through funding from Homes NSW and Housing Australia, including support from the Housing Australia Future Fund Facility, which has committed \$10 billion to deliver over 8,200 social and affordable homes nationwide.

It wasn't until tenant Mr Joyce, accompanied by his Mum and Dad, Denise and Nick, took the stage, however, that the true impact of the new homes was felt, with Nick reinforcing the sense of security he now has, with his son living independently at 15 Hinkler Avenue.

Another community housing tenant, Mr Ross – who recently moved from Armidale to live closer to his family in Sutherland Shire – stepped up to cut the ribbon on the development alongside Her Excellency, the Governor of NSW, before welcoming people into his home for morning tea (served by Civic Kitchen and Catering) and a tour of the three-storey building.





Delivering on Employment

In February 2025 Civic unveiled its state-of-the-art indoor urban farm, which will not only provide microgreens to local restaurants, but will provide inclusive employment opportunities for people with disability.

Located at Civic's head office in Caringbah, the indoor urban farm has been under construction since January and was officially opened at a launch event on 8th April, revealing the very first crop of micro-herbs that have been produced onsite by Civic employees.

"Our focus has always been on providing meaningful paid employment for those who face multiple barriers to work," said CEO, Annie Doyle, at the launch event. "And while we have seen significant evolution in our employment services over the past few years, it's important we, together with our community, continually challenge outdated perceptions, foster new opportunities – like this new indoor farm – and create a future where everyone has the chance to contribute their skills and talents to the workforce."

The project, which was made possible by the Government's Structural Adjustment Fund, will provide employment opportunities for those with disability, who will support with the operations of the social enterprise.



Last year, Civic was successfully funded under the Structural Adjustment Fund, which is designed to support disability service providers to evolve their supported employment offering in line with the recommendations of both the Disability Royal Commission and the NDIS Review.

Civic's approved project plan spans three years and focuses on the evolution of its employment offering through the extension of its Civic Crew model and the establishment of new pathways to open employment; as well as the transformation of its physical site at 101-103 Cawarra Road to provide additional, innovative employment offerings.

"Under the fund we are working in partnership with the Centre for Social Impact to embed the Work Integration Social Enterprise – or WISE – model," said Annie. "We are also focused on establishing pathways to mainstream employment, partnering with organisations to offer supported and sustainable employment opportunities across local businesses and organisations."

A key component of the project is the establishment of the state-of-the-art Indoor Urban Farm, designed to grow produce for local restaurants while providing innovative and inclusive employment opportunities.

Deputy Mayor, Cr Laura Cowell was at the launch event to 'cut the ribbon' and officially open the indoor urban farm. "Civic is setting the standard for the industry. It's an amazing achievement." Cr Cowell said prior to cutting the ribbon alongside Civic employee, Natalie Smith.

Also speaking at the event were Noah Verin, from Urban Green Sydney, and Lucy Macali from the Centre for Social Impact.

"Noah has been of critical importance to the set up of the Urban Farm," said Annie. "He has shared his knowledge, time and his own workspace to ensure our facility has everything it needs for our crops and employees to thrive."



#explore



Inclusive Employment Australia

Civic was proud to announce its successful appointment to deliver services under the Australian Government's Inclusive Employment Australia (IEA) program. Delivery of services will commence from 1 November 2025.

This appointment marked a significant milestone for Civic and reaffirms our commitment to creating inclusive employment pathways for people with disability. Under the IEA program, Civic will provide tailored employment support to individuals with intellectual disability. Our services will be available to eligible participants across specific locations spanning South West Sydney and the Shoalhaven.

“We are honoured to be appointed to deliver services under the Inclusive Employment Australia program,” says Annie Doyle, CEO. “This initiative reflects our unwavering commitment to creating inclusive employment pathways for people with intellectual disability and autism. We look forward to working alongside our community and partners to ensure every individual has the opportunity to thrive in meaningful employment.”

The Inclusive Employment Australia program is part of the Federal Government's 2024–25 Disability Employment Reforms, designed to improve service quality, increase flexibility and reduce administrative complexity for both participants and employers.



Civic's appointment under this program reflects our proven track record in delivering person-centred, outcome-focused employment supports and extends our current employment offering to support those entering open employment.

What Civic Will Deliver

Under the program, Civic will offer a continuum of support services including:

- Pre-employment: goal setting, skills development, training, volunteering, and self-employment support.
- Post-placement and ongoing support: to ensure participants sustain meaningful employment.
- Individualised job plans: tailored to each participant's aspirations, strengths and support needs.

These services will be delivered by a dedicated team of Employment, who will work closely with participants and employers to foster inclusive hiring practices and long-term employment success.

Strategic Impact

Delivering services under IEA is an important milestone in Civic's strategic plan, aligning with Civic's goals to:

- Deliver social impact through inclusive employment.
- Diversify revenue to safeguard services.
- Strengthen Civic's position as a values-driven leader in the disability employment sector



CIVIC
Certificate
of Achievement Awarded to
Danny Locastro
for completion of Gap Year Modules 1-4
Presented by
Annie Doyle
CEO, Civic Disability Services
Presented December 6, 2024

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thank you

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