

CREATING
opportunities



We assist clients to build their own resilience, wellbeing, relationships and natural support.

TOGETHER WE ACHIEVE.



We have fun



We are caring



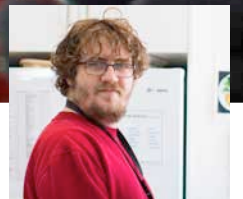
We promote independence



We practice social inclusion



We recognise everyone as an individual



We encourage achievement of personal goals



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Offer access
to multiple
services



Services
delivered
in regional
locations



Dedicated
qualified staff



Together
we achieve

“When we create meaningful opportunities, people are empowered to exercise greater choice and control in their lives.”

Bill Rowe, Chairperson



In 2018-19, Community Living Australia's implementation of new service delivery models has seen more opportunities created for our clients to build their skills and achieve their goals.

The National Disability Insurance Scheme (NDIS) transition came to its conclusion for most people during the year. As part of the transition process many people faced challenges that they have been supported through by our dedicated team. Our team remains committed to helping clients and their families navigate the NDIS and to maximise the opportunities it provides. Throughout the year, staff have provided a strong voice in advocating for people within the NDIS environment to help them receive an NDIS plan best suited to accomplishing their life goals. We will continue to support the last remaining clients through their transition to the NDIS, as well as those who are coming up for their annual NDIS plan reviews.

I would like to thank Chief Executive Mark Kulinski, the Executive team,

the Management team and Community Living Australia's frontline teams for their dedication to creating new opportunities for our clients to exercise choice and control in their lives and actively engage in their communities. To witness our clients gaining the confidence to build their skills and achieve their goals is a wonderful testament to the passion and commitment of our staff.

This commitment is evidenced in the feedback we have received from the implementation of separate client and family satisfaction feedback programs in 2018-19, which saw us score positively across a range of key performance indicators. We will continue to review and improve on our service delivery into 2019-20, working in partnership with clients and their families to help them get the most out of the NDIS.

The NDIS environment continues to change and evolve. The Community Living Australia Board and team have worked tirelessly to ensure that the organisation maintains a solid financial position.

A solid financial position and good governance supports Community Living Australia to weather the uncharted waters of the NDIS and help deliver responsive supports to clients' changing needs.

Thank you to our clients and families for your continued trust in us – you are our sole purpose for being, and we are committed to creating opportunities for you that provide choice, control and increased satisfaction with our supports.

I thank my fellow Board and Committee members for their commitment and professionalism in ensuring Community Living Australia operates with integrity as a trusted partner to clients, their families and the communities we serve.

To our partners, stakeholders and our local communities – thank you for your support; without it, we would not be able to continue partnering and working together to create opportunities for our clients to live their best lives.

“Our goal is creating opportunities that lead to positive and lasting change in the lives of our clients.”

Mark Kulinski, CE





Our focus moving forward is delivering on our commitment to providing quality support to our clients and their families.

2018-19 has been another busy and rewarding year for Community Living Australia.

We have continued to improve our processes, systems, infrastructure, staff training programs and services across all business units to ensure alignment with the National Disability Insurance Scheme (NDIS). We have also continued working to ensure the sustained delivery of high quality, client-centric services that support people to achieve their goals and live their best lives.

Over the past year, we have supported clients to develop new skills and have created opportunities for them to grow personally, including in the areas of competitive sport, employment, personal care, health and fitness, being safe in the community, art, drama and music.

Our Client Services team have been working on a range of community initiatives and activities to facilitate greater social inclusion for our clients, including the development of a community garden in Murray Bridge, providing gardening support to our communities with our Green Team, supporting clients to attend the Tri State Games — a week long sporting event bringing together athletes with disability from across Victoria, New South Wales and South Australia, cooking and supplying breakfast bars to local school children as part of our Breakfast Bar Program and facilitating 'Myriad' our annual SALA Art Exhibition for people with disability.

Community Living Australia has supported more than 500 clients during the year living in the Adelaide Hills, Fleurieu Peninsula, Kangaroo

Island, Murraylands, Riverland, South East and Southern Metropolitan areas, with approximately 470 staff employed across the State to deliver services.

Our client support ethos is to provide a range of personalised services that are evidence-based, value-for-money and match with the needs and aspirations of our clients, creating genuine opportunities for people to live their best life. This ethos is backed by a high-quality safeguarding framework, skilled, empowered staff and a commitment to encouraging an agile, collaborative approach that places the health and wellbeing of our clients at the centre of everything we do.

I would like to thank all staff for the passion and commitment they bring to the great work they do -

Community Living Australia will continue supporting them to deliver outstanding services that create opportunities for our clients.

With the NDIS transition now mostly complete, we have continued to provide advocacy for clients to ensure NDIS support services are tailored to their individual needs, and we are supporting people as their plan reviews commence. Our ongoing involvement in several disability service sector-based projects and various Boards and programs positions us to influence positive change. This influence is founded on our commitment to creating more opportunities for people with disability to live the lives they aspire to.

The key successes we have achieved in 2018-19 demonstrate our commitment to purposeful outcomes and progress against our business and strategic plans, including:

- + The full implementation of our Customer Relationship Management system (CRM), which helps us to better service client needs
- + Supporting our clients to transition and make the most out of the

NDIS through advocacy, enhancements to our service offering and skill development programs, community activities and engagement with the National Disability Insurance Agency to support the improvement of services, client experience and expected outcomes

- + Continuing to build on and use our SharePoint Intranet platform to augment service delivery through centralised storage of, and access to, key operational information
- + Organising 'Myriad', our annual SALA exhibition at the Adelaide Convention Centre, displaying over 100 works of art by 80+ artists with disability from across the state, making it one of the largest and most successful exhibitions of its kind in South Australia
- + Supporting clients to attend the Tri State Games, a week-long sporting event for people with disability from SA, NSW and VIC who compete in athletic and sporting activities that help them develop self-confidence, new friendships and greater

independence

- + Participating in the Murray Bridge, South East and Strathalbyn Christmas Pageants to help our clients be a part of their communities
- + Ongoing reviews of our services to ensure their alignment with NDIS requirements, as well as their quality and value-for-money
- + Supporting clients to achieve many life-changing goals as seen throughout this annual report
- + Further development of our volunteer program to increase our support capacity for delivering quality, tailored services that create more client opportunities
- + Reviewing our services and processes to meet NDIS Practice Standards, as evidenced by the organisation passing our annual NDIS audit, with auditors acknowledging several best practice initiatives
- + Ensuring we provide compliant, quality services to people with disability that supports choice, control and dignity through robust governance structures.

Our commitment to be an industry leader in disability support service delivery has continued throughout 2018-19, as has our dedication to further educating our clients and communities about the NDIS and the opportunities it brings.

We have continued our work with local communities to break down barriers and encourage increased inclusiveness of people with disability, and we are thankful for the partnerships we have developed so far. We look forward to developing new relationships in the coming year that further our goal of creating opportunities that lead to positive and lasting change in the lives of our clients.

It is our commitment to continue to improve and adjust our business model to remain in line with the expectations and requests of our clients, their families, our staff and the NDIS, as well as our requirement to remain financially sustainable.

MORE THAN 500 CLIENTS SUPPORTED

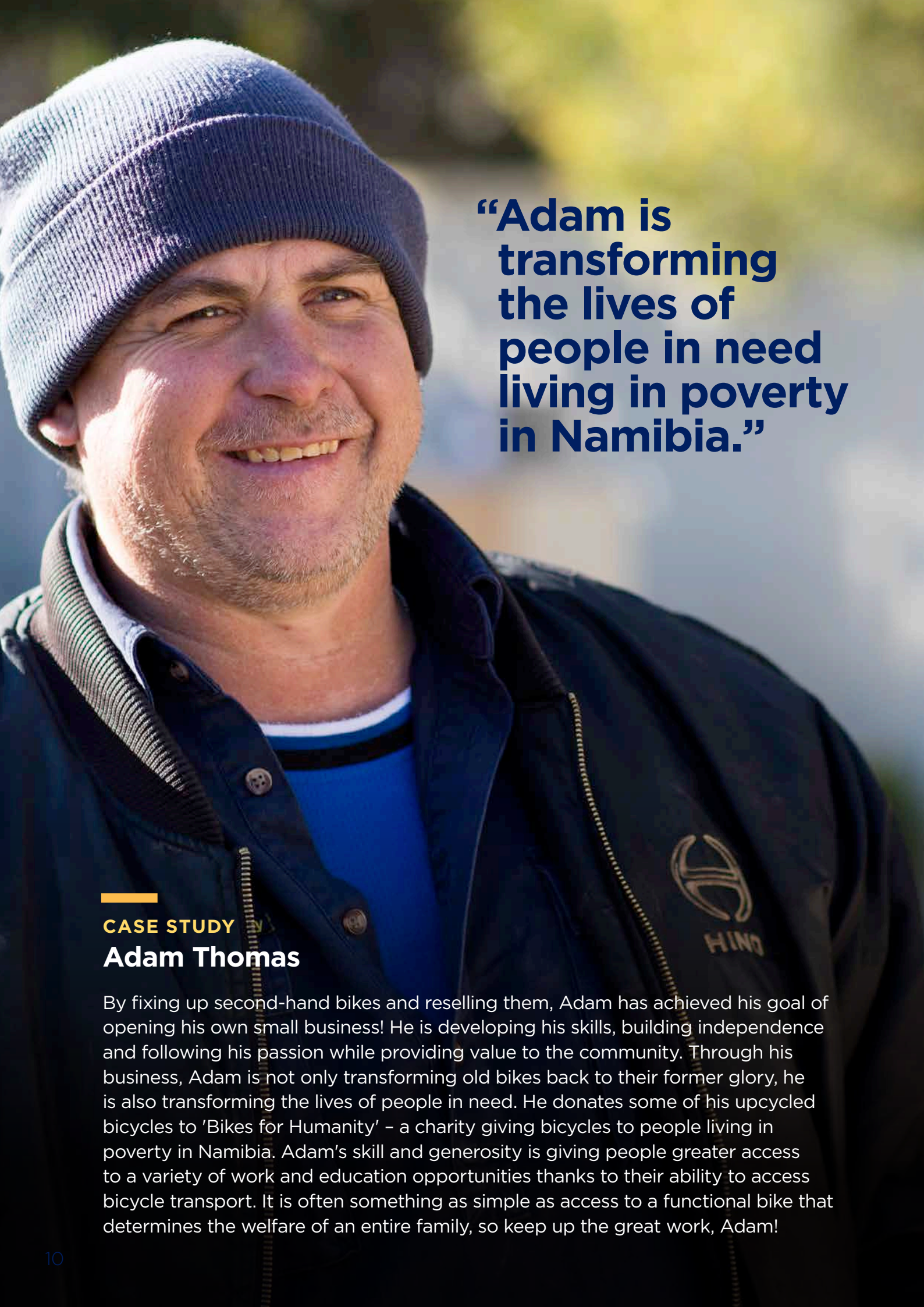
This will include continuous reviews of work practices and the further development and improvement of our systems to remove pain points, including our rostering system, to better meet the needs of clients and staff.

With a societal change as monumental as the NDIS, Community Living Australia has continued its focus on ensuring prudent financial management that supports us to overcome challenges and continue to improve and evolve our services, which empowers our team to deliver outstanding client support.

It is pleasing to see that prudent financial stewardship has enabled us to identify unfunded supports for our clients to maximise their opportunities and build inclusive communities.

Our focus in 2019-20 is delivering on our commitment to providing quality support to clients and their families through program and infrastructure improvements, and ensuring our staff are empowered, skilled and well-equipped to deliver tailored, personal support services.

I would also like reinforce our Chairman's thanks and express my gratitude to our community partners for working with us to deliver better outcomes. Thank you to our clients for their trust in choosing Community Living Australia to be their support provider; to our team, your commitment and professionalism to deliver quality support that places our clients at the heart of everything we do does not go unnoticed – thank you!



“Adam is transforming the lives of people in need living in poverty in Namibia.”

CASE STUDY

Adam Thomas

By fixing up second-hand bikes and reselling them, Adam has achieved his goal of opening his own small business! He is developing his skills, building independence and following his passion while providing value to the community. Through his business, Adam is not only transforming old bikes back to their former glory, he is also transforming the lives of people in need. He donates some of his upcycled bicycles to 'Bikes for Humanity' – a charity giving bicycles to people living in poverty in Namibia. Adam's skill and generosity is giving people greater access to a variety of work and education opportunities thanks to their ability to access bicycle transport. It is often something as simple as access to a functional bike that determines the welfare of an entire family, so keep up the great work, Adam!



Creating opportunities for clients to live their best possible life.

2018-19 has been both a challenging and rewarding year for the Client Services team, as work has continued in creating more opportunities for clients to live their best possible life.

Throughout the year, Community Living Australia have placed a strong focus on cementing our foundation of providing quality services tailored to the needs of individuals. We have maintained a strong presence in the communities we serve to further solidify our position as a trusted partner in helping people reach their goals.

NDIS transition

The Client Services team's focus has remained on supporting clients in transitioning to the NDIS, which has significantly changed the way services

are provided and has brought many opportunities and challenges. Some clients and families have found it particularly challenging to navigate the transition, so we have continued to support and educate people on the changes and opportunities the NDIS provides to allay their concerns.

In 2018-19 many clients required advocacy support from Community Living Australia to provide a voice for their needs within the NDIS environment, which resulted in them receiving an NDIS plan better suited to their individual requirements and a clear pathway towards achieving their goals.

Service offering

Throughout the year, Community Living Australia have continued to ensure

our services are further tailored to support building the capacity, resilience and independence of children and adults.

Community Living Australia's service offering includes:

- + Supported independent living
- + Respite and short-term accommodation
- + Day options
- + Group activities
- + In home support
- + Support to access community
- + Recreation programs
- + Transition to independent living.

Services protocols have been altered where required to ensure client needs are better supported, that we can track people's progress in achieving their goals, and that NDIS requirements are met.

CLIENT SERVICES

CONTINUED

In 2018-19, Community Living Australia's clients have been supported in developing valuable skills in the following areas:

- + Cooking
- + Budgeting
- + Social skills
- + Personal care
- + Looking for employment
- + Building and maintaining friendship
- + Art
- + Drama
- + Music
- + Competitive sport
- + Swimming
- + Health and fitness
- + Gardening
- + Sexuality and sexual health
- + Building a business
- + Teamwork
- + Being safe in the community
- + Using transport safely.

2018-19 key highlights, successes and achievements

Community Living Australia's commitment to be a part of the communities we serve ensures people feel they are a part of their community, and that their contributions are valued. Many of our key highlights for the past year have revolved around the communities we serve, including:

- + Developing a community garden in Murray Bridge
- + Continuing to provide gardening support to the community with our Green Team
- + Catering and participating in a charity golf day
- + People achieving 'personal bests' at the Tri State Games

- + More than 60 artists being featured in the largest disability-specific Art Exhibition in Australia during the SALA Art Festival
- + Participating in regional Christmas Pageants, with clients having the added responsibility of marshalling duties at the Strathalbyn pageant
- + Cooking and supplying free, nutritional breakfast bars to local school children who would otherwise go to school hungry.



2019-20 KEY FOCUSES

Community Living Australia understands that our work to continually improve our business and be agile in evolving our services to better meet client needs is never complete. The Client Services team's key focuses for 2019-20 will include:

- + Ongoing quality and safeguarding compliance and support for clients

- + Ongoing reviews of our client experiences to ensure expectations are being met
- + Ongoing development of our team members to enable them to best support client's goals and needs
- + Ongoing development of new services to cater for unmet client needs.

Client Feedback

In 2018-19, the Client Services team conducted a new client satisfaction rating program pilot. The program's aim was to ensure the feedback received from clients was free of external influence from carers or support workers. The pilot was well received by our client participants, returning many positive results:

- + Empathy scored best: 60% of responses were positive (and 82% positive or neutral)
- + Responsiveness was second best: 54% of responses were positive
- + Reliability: 50% of responses were positive
- + Value for money: 23% of responses were positive (noting that 67% were an 'unsure' response).

Most people who participated in the pilot described Community Living Australia as good, respectful, understanding, helpful, high quality, reliable and consistent.

Clients identified some areas for improvement, including:

- + Support workers seem distracted at times
- + Hot weather policy
- + Transport.

We also took a gauge on whether people would recommend Community Living Australia, and the results found:

- + 58% would absolutely recommend Community Living Australia
- + 0.5% would not recommend Community Living Australia
- + The remainder of respondents are highly likely to recommend Community Living Australia.

Community Living Australia have used these findings to work on the improvement of our services and to gain a better understanding of how services are charged under the NDIS. In the future, we aim to benchmark the findings on a regular basis and broaden the client satisfaction rating program to all clients.

77%

**OF CARERS/FAMILIES
WERE LIKELY TO
RECOMMEND
COMMUNITY
LIVING AUSTRALIA**

Carer/Family Feedback

As part of our continuous improvement process, we also conducted a Carer/Family satisfaction study in 2018-19, receiving a response rate of 12%.

Asking respondents to rate components of our services between 1 (being unfavourable) and 5 (being very favourable), we saw the following results:

- + Punctuality of staff: 4.52
- + Quality of staff: 4.33
- + Crisis/issues management: 4.17
- + Overall service experience: 4.03
- + Quality of services: 4.02
- + Quality of communication: 4.00
- + Areas which carers rated lower were the range of services offered (3.67) and service flexibility (3.89).

It was particularly pleasing to note that 77% of Carer/Family respondents were likely to recommend Community Living Australia to others.



CLIENT TESTIMONIAL**Malcolm**

Malcolm is a proud and passionate business owner, recently launching his own lawn mowing business servicing the local Victor Harbor area. Identifying his goals and following his dreams, Malcolm is becoming well known in the local community and his business is growing from strength to strength. Not scared of putting in the hard work required to run a small business, Malcolm is a great example of what can be achieved with some hard work, enthusiasm and determination. Utilising our in-home support services, Malcolm is also working to become more independent at home and is seizing the opportunity every day brings to improve himself and his business.

“Malcolm is a great example of what can be achieved.”



Teams are focused on ensuring our clients are well supported.

The Business Services team plays a vital role in supporting client outcomes and opportunities, delivering business support services and infrastructure to our regional teams in the areas of:

- + People and Culture
- + Finance
- + Fleet and Property
- + ICT
- + Administration.

Throughout 2018-19, the Business Services team have continued to play a critical role in liaising with funding agencies, as well as supporting our regional teams and existing clients to ensure minimal disruption to services and supports as the transition from State Government services to Federal initiatives (including the NDIS) continues.

In the past year, significant focus has been placed on continuing to improve our systems and processes to help us meet NDIS requirements, and to operate successfully

within the evolving NDIS environment. These improvements have placed us in a strong position for the continued delivery of quality services well into the future, ensuring financial viability and organisational stability, while also supporting continued opportunities for clients to achieve their goals and have their needs met.

2018-19 key highlights, successes and achievements

The Business Services team's key highlights, successes and achievements in 2018-19 have included:

- + Ongoing enhancements to the organisation's Client Management System (CRM) – enabling us to better manage client data and be more responsive to client needs
- + Reviewing our fleet requirements to better meet client needs, including being able to support accommodation clients transitioning

with their ongoing transportation needs in the foreseeable future

- + Implementing our Investment Policy, which has supported the organisation's strong financial performance
- + Further building on our already robust relationships with housing providers to provide ongoing security and support to clients for their accommodation needs
- + Significant planning for future office space needs
- + Providing staff with more efficient access to information across the organisation.

The foundation of Community Living Australia's entire business model is client-centric; all facets of our business functions and teams are focused on ensuring our clients and staff are well supported to achieve sustained outcomes.



2019-20 KEY FOCUSES

In the coming year, the Business Services team will further implement and/or enhance a range of organisational support functionalities, including:

- + Real-time access to relevant information for stakeholders
- + Enhancing our scheduling and rostering systems to result in a more responsive client service and introduce automated billing functionality
- + Implementing our future office space needs plan
- + Implementing our workforce plan to ensure we remain an employer of choice for our staff.



Creating opportunities for our clients to achieve their goals.

During 2018-19, Community Living Australia undertook a review of our strategic plan to ensure it continues to evolve in alignment with NDIS requirements and the needs of our stakeholders including clients, their families, our employees and the community.

The review was conducted to ensure we remain competitive and meet the needs of our clients through actively creating opportunities for them to thrive, achieve their goals, engage meaningfully in their communities and live their best lives.

We have subsequently adjusted our values and priority area goals to reflect this organisational mindset. The strategic plan outlines our operating purpose and organisational focus, directing and informing our decisions and actions.



INTEGRITY

We are open, honest, and embrace diversity.



WORKING TOGETHER

We achieve more by working together.



PASSION

We are proud of who we are and believe in what we do.



AGILE

We see change as an opportunity



WELLBEING

We support positive personal health and wellbeing.

Our Vision

Together we achieve.

Our Mission

We are a trusted partner who develops and delivers high quality services and provides a strong voice for people to accomplish their life goals.

Our Service Principles

- + Health and Wellbeing – is a key initiative
- + Accomplishment – we support you to be your best
- + Community Inclusion – we assist you to access available community resources and be included in community life
- + Innovation – we will be creative in our service responses
- + Education – we continually innovate to support your lifelong learning
- + Valuing Individuals – we value every person and will strive to build trust
- + Empowerment – we respect your right to make your own decisions.

Above all else, our strategic plan aims to ensure we continue to be able to create opportunities for our clients to achieve their goals, engage in their communities and live the life they want to live.

PRIORITY AREA: Our Clients



Goals

- + To be a service provider of choice in the markets in which we choose to operate
- + To provide a range of personalised services that are evidence-based, value-for-money and match with the needs and aspirations of our clients
- + To place client's health and wellbeing at the centre of all service delivery.

PRIORITY AREA: Our People



Goals

- + To be an employer of choice
- + To have an enabling culture where values are lived
- + To have a workforce that is committed, empowered and skilled.

**PRIORITY AREA:
Our Systems**



Goals

- + To have systems that meet stakeholder needs
- + To have systems that create efficiencies and inform decision making
- + To have systems that support us to meet our compliance and quality obligations.

**PRIORITY AREA:
Our Community**



Goals

- + To be a trusted community partner
- + To lead and contribute to sector development.

“I’m enjoying the programs that I am doing, enjoying the people that I am working with.... I’m loving it.... I am doing budgeting and ten-pin bowling and the transport program, that is a great thing for me to learn independence to be able to catch buses and that will help me in the future to be able to do that on my own... If I am going to live on my own one day, I need to learn how to do that.”

KRISTY PHILLIPS



We are committed to supporting clients to get the most out of the NDIS so they can live their best life.

In 2018-19, Community Living Australia have continued to support our clients and families in their transition to the NDIS, which has proven challenging to navigate for some. We have maintained our steadfast commitment to helping clients achieve their goals through the NDIS and educating the communities we serve on the benefits the scheme provides.

The last of our clients to transition to the NDIS during 2018-19 were those in accommodation services, which are now referred to as Supported Independent Living (SIL) services. Community Living Australia provided ongoing support through the transition to help clients share their personal stories and needs with the National

Disability Insurance Agency and ensure that support services appropriate to their individual circumstances were approved.

SIL services provide help and/or support with daily tasks to further develop a person's skills so they can live as independently as possible. Services are offered on an in-home basis to both owners and renters and can be provided in a shared or individual arrangement.

SIL assistance will be included as part of a client's NDIS plan, depending on the level of support they need to live independently in the housing option of their choice. Any other type of assistance or support, such as accessing their community, is funded separately in their NDIS plan.

Community Living Australia's SIL services help people create a safe and comfortable home for themselves, and can also help them to:

- + Learn new skills
- + Make friends
- + Get involved in their community
- + Maintain their home and any tenancy obligations.

As we look towards 2019-20, we will continue to work side-by-side with our clients to help them achieve their goals and live their best lives.

Key NDIS support statistics

In 2018-19, Community Living Australia have seen a growing list of people across all regions seeking SIL and other NDIS-related support services. As at 30 June 2019, NDIS support statistics have reported:

- + 27,892 South Australians are active and have an approved NDIS plan
- + Committed supports for active South Australian participants with an approved NDIS plan include:
 - + 18% in the range of \$10,001-\$15,000
 - + 14% in the range of \$5,001-\$10,000
 - + 13% in the range of \$30,001-\$50,000
- + The total annualised committed supports for active South Australian participants are \$1.7bn, of which:
 - + 74% were committed to core supports
 - + 22% were committed to capacity building supports
 - + 4% were committed to capital supports.

Community Living Australia continued to support clients with reports and evidence to support their plan reviews during the year and will continue to do so in 2019-20.

Ongoing NDIS changes

Community Living Australia welcomes the recent announcement of a review of the NDIS, as we have been actively engaging with the National Disability Insurance Agency (the organisation responsible for managing the NDIS) and other stakeholders throughout the year to support enhancing the scheme's services, client experience and expected outcomes. Community Living Australia will continue to advocate for clients regarding the funding of appropriate transport services, and we will update our community on this progress as it occurs.

We are committed to supporting clients to get the most out of the NDIS and ensure it is providing them with the opportunity to live their best life.

Community Living Australia help people create a safe and comfortable home for themselves

KEY NDIS SUPPORT STATISTICS

27,892
South Australians who have an approved NDIS plan

\$1.7bn
total committed NDIS supports in SA

6,115
registered providers

21%
either fully or partly self-managing

85%
rate satisfaction with NDIS as good or very good

\$39k
average package size

“Sandra is a social butterfly – she loves getting involved in her community and socialising with friends.”



CASE STUDY

Sandra Headland

Sandra is loving the independence of living on her own (with the company of her gorgeous fur-baby who she walks every day), surrounded by friends and family in her local Murray Bridge community. Still focused on improving her cooking, cleaning and budgeting skills, Sandra is celebrating her independence and loves that she can cook what she wants, when she wants it, can keep her home clean, and can manage her own budget. Sandra is a social butterfly and loves getting involved with her community and socialising with friends. In working toward one of her many life goals, Sandra is now volunteering and developing her employable skills one day a week at Community Living Australia.



Remaining committed to creating an environment that creates opportunities for both our employees and clients to be their best and achieve quality outcomes.

The People and Culture team are responsible for ensuring Community Living Australia has the correct people, systems and internal culture required to achieve our organisational goals.

In 2018-19, our team have been focused on further developing and embedding our new organisational values, ensuring our employees are appropriately trained to deliver required service outcomes, increasing our community representation and reputation as an employer of choice, and continuing to ensure we abide by all relevant legislative requirements.

Defining our culture: project completion and launch

In 2018-19, a key internal stakeholder engagement project was undertaken with the aim of defining a workplace culture where all team members feel supported, engaged and empowered to provide great services to our clients.

The outcome of this project saw a new set of organisational values launched in December 2018 that will underpin the entirety of our operations and service provision to ensure we can achieve our strategic goals and best support our clients to achieve theirs.

Our Values

- + *Integrity* – We are open, honest, and embrace diversity
- + *Working Together* – We achieve more by working together
- + *Passion* – We are proud of who we are and believe in what we do
- + *Agile* – We see change as an opportunity
- + *Wellbeing* – We support positive personal health and wellbeing.

Our organisational culture determines how well we can meet the needs of our clients. Our culture aims to support staff to be the best they can be, which works to enhance our service delivery and client outcomes.

We want our staff to come to work loving what they do, delivering services to the best of their ability and providing an invaluable service to our clients.

Our four key service principles – Trust, Honesty, Reliability, Partnership – define a workplace culture where we do what we say we will do, we continually learn and adapt, our services are client-led, we collaborate, and we walk the talk.

The People and Culture team remain committed to creating an environment that creates opportunities for both our employees and clients to be their best and achieve quality outcomes.

Staff training

Throughout 2018-19, the People and Culture team have facilitated a comprehensive range of staff training activities and programs.

Online induction (iinduct)

Our new online induction system (iinduct) has created a consistent approach to organisational induction with the goal of ensuring we can provide the best possible services to our clients.

iinduct has now been rolled out to the entire workforce, with the Board and Volunteers also given the option to participate. Since the rollout began, 546 people have completed the induction program, which embraces who we are as an organisation and what we need to know to conduct our roles well. All existing employees were required to complete the induction process, and new staff will be on-boarded via the system in the future.

Mental Health First Aid (MHFA) training

Over 200 Community Living Australia employees have now completed Mental

Health First Aid (MHFA) training, which ensures that as an organisation, we have the knowledge and skills required to facilitate good mental health across our workforce. Since 2015, we have preserved Gold Level Tier Recognition, and we are committed to maintaining this through:

- + Ensuring a minimum of 10% of staff are trained in MHFA, comprising Senior Executives, Managers, Coordinators and Team Leaders, with the remainder being Support Workers from across our service regions
- + Facilitating MHFA training for teams working with clients with mental health issues on an as-needs basis
- + Conducting 1.5-hour Mental Health in the Workplace Workshops (Beyond Blue Program) as part of an ongoing awareness raising strategy for all staff, to be rolled out over the next two years.

RAA Safe Driver Program

To ensure the safety of employees and clients using vans for transportation purposes, Community

Living Australia have facilitated RAA Safe Driver Program training for key staff to support commuter van inductions across the organisation. Nine staff are currently trained to induct and train staff in the safe use of vans and associated equipment.

Day Options Training

In January this year, 73 staff attended Day Options Training (compared to 45 in 2018). Various topics were covered during the training session, including:

- + Autism & Sensory Integration
- + Professional Boundaries
- + Working with Goals.

The purpose of this training is to up-skill and continuously develop the capabilities of our employees working within our Day Options services to ensure they can continue to effectively meet the diverse needs of our clients.

'Managing Your Finances' employee training

As part of our commitment to supporting our employees in being as successful and informed as possible in all aspects of their lives and providing value-added

opportunities that position us as an employer of choice, Community Living Australia offered free financial education training to all employees in 2018-19.

The 'Managing Your Finances' training session was facilitated by leading finance industry professionals William Buck, and covered a range of topics, including:

- + Opportunities to reduce your mortgage repayments
- + How does superannuation work and what strategies can you implement?
- + Income protection and insurance inside superannuation
- + A simple guide to investing
- + What you need to retire
- + Ensuring your estate plan and Will reflects your intentions.

20 employees took up the opportunity to participate in the training session, held at our Mount Barker office. For those who could not attend, a recording of the session and all the resources provided was made available online. Feedback from our attending employees was positive, with many

reporting increased levels of confidence in managing their personal finances.

Providing surety in employment

On 1 January 2019, casual conversion came into effect as part of the Social, Community, Home Care and Disability Services (SCHADS) Award review. This provides our casual workforce (mainly Support Workers) with the opportunity to apply to convert to permanent employment.

As Supported Independent Living Services (SILS) services and associated changes are finalised in line with new NDIS requirements, casual conversion requests from eligible existing casual Support Workers are being successfully progressed, providing our eligible and relevant casual staff with more regular hours of work and stability in their employment. Most importantly, this also provides our clients with the benefit of consistency in who provides them with their support services.

Volunteer program

Our volunteer program has been enhanced through the implementation of the Better Impact Volunteer Portal, which allows volunteers to:

- + Create a profile
- + Create and assign volunteer shifts
- + Capture hours volunteered
- + Match volunteers to clients based on skills and interests
- + Communicate with volunteers directly from the organisation
- + Assign themselves to current or upcoming volunteering activities and opportunities.

In 2018-19, the South Australian Government waived fees for volunteer screening, which should see an increase in applications in coming years. So far, almost 600 hours of volunteering have been captured by Community Living Australia, and in 2018-19 there were 46 Active Student Placements. We look forward to further expanding on our volunteer and student programs in the future.

Career Expos

In 2018-19, Community Living Australia representatives attended expos across multiple service regions to engage with our communities and the disability services sector. Our attendance has provided opportunities for potential employees to consider joining our organisation. The expos we attended included:

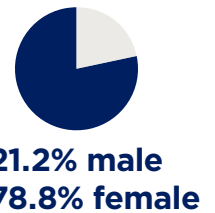
- + Adelaide Hills Career Expo (Cornerstone College) - July 2018
- + Mock Career Interviews (Eastern Fleurieu School) - Nov 2018
- + Sector Awareness Presentation (Mannum Community School) - Dec 2018
- + Disability Industry Networking Event (Meals on Wheels) - Feb 2019
- + RDA Sector Presentation - (Murray Bridge Tafe SA) - April 2019
- + Disability Sector Event inc. Mock Interviews (Flinders University) - May 2019
- + Disability Sector Employer Expo (Victor Harbor Tafe SA) - May 2019
- + Job South Expo (Noarlunga Tafe SA) - June 2019.

COMMUNITY LIVING AUSTRALIA EMPLOYEE STATISTICS

453
employees

388 **65**
support workers other

43
average age



20.2
Av. hours worked per week

VOLUNTEER STATISTICS

600 **46**
hours of volunteering student placements

Employee ID card implementation

Under NDIS Quality and Safeguarding legislation, all participants are required to be able to access support in a safe environment that is appropriate to their needs.

To help achieve this requirement, all employees who work in 'risk assessed' roles need to be easily identified by the participants they are supporting. In 2018-19, Community Living Australia implemented Employee Identification Cards to ensure all employees providing support are appropriately identified, which helps to promote safety and client confidence in our organisation.

The identification card will be used to visually confirm the identification of employees when:

- + Identifying themselves to a new client
- + Identifying themselves to a client's family member
- + Identifying themselves to members of the public as appropriate when supporting clients (e.g. local businesses, schools, places of client's work)
- + Liaising with organisations (e.g. supermarkets, pharmacies, medical appointments) on behalf of clients
- + Identifying themselves to other employees at shift changeover if they are unknown to them

- + On request of the client or the client's family
- + On request of Community Living Australia's Management.

Employee ID cards will further ensure the safety of both Community Living Australia's employees and clients. Implementation is still underway across many relevant regions, but the process is now complete in the Riverland, Murraylands and Kangaroo Island service regions.



2019-20 KEY FOCUSES

In the coming year, Community Living Australia's People and Culture team will focus on:

- + Further development of our Human Resources platform to assist with employee engagement, linkage between systems and streamlining processes
- + Conducting a recruitment review with the aim of streamlining the process to ensure faster turnaround times and client matching ability
- + Transformation of the scheduling and rostering function
- + Further organisational cultural awareness training and implementation.



“Today we see a strong, successful business and person.”

CASE STUDY

Allan

Allan has followed his passion for business by starting his own small coffee shop! Carefully crafting aromatic and beautifully blended coffees, hot chocolates and smoothies, Allan sells his produce to the eager and thankful employees working at Community Living Australia’s Mount Barker office.

Allan handles all aspects of his business, from taking orders, money handling and preparing the drinks, to graphic design and marketing. Allan has even implemented his own loyalty rewards program, developing a devoted customer base. He is often devising new ideas on how to expand his business and is working towards gaining employment in the hospitality sector. Allan, along with the staff who support him, have grown in so many ways; today we see a strong and successful business and person, ready to expand and eager to take on his next challenge.



Supporting our employees to learn, improve and make a positive difference in the lives of our clients.

The Quality team are responsible for overseeing the compliance of our organisation with all relevant legislation, Work Health and Safety (WHS) and National Disability Insurance Scheme (NDIS) practice standards. The team play a pivotal role in ensuring the provision of quality services to clients that create meaningful opportunities for them to engage in their community, build their skills and achieve their goals.

In 2018-19, the focus has been on enabling and creating continuous improvement within the organisation by focusing on the areas of:

- + Choice and control
- + Community engagement
- + Educating staff on organisational Quality and WHS obligations

- + Championing information platforms to enable easier access and quicker response times across the organisation, as well as between various business units
- + Ongoing staff training on person-centred practice with a focus on reducing the utilisation of restrictive practices in service delivery
- + Reducing touchpoints in everyday processes to increase efficiency and responsiveness.

NDIS Quality and Safeguards Commission

The NDIS Quality and Safeguards Commission is an independent agency established to improve the quality and safety of NDIS supports and services.

The Commission acts as a regulator, working with NDIS providers (including Community Living Australia) to ensure national consistency, to promote safety and quality services, to resolve problems and to identify areas for improvement.

To ensure we meet the requirements of the NDIS Quality and Safeguards Commission, Community Living Australia has deepened its commitment to remaining a quality provider of support services to people with disability.

As part of this commitment, the Quality team have focused on ensuring we have optimal systems and processes in place to meet NDIS Practice Standards, and that we are providing clear, consistent messaging

QUALITY AND SAFEGUARDING

and education to all stakeholders surrounding:

- + Client rights and responsibilities
- + The NDIS Code of Conduct
- + Strong governance
- + NDIS Quality Indicators.

A strong focus has also been placed on ensuring our staff understand their obligations and have the skills and knowledge required to successfully operate under the new NDIS Quality and Safeguarding Framework, encapsulating:

- + Zero tolerance to client abuse
- + Incident management and reportable incidents
- + Complaints management
- + Mandatory national screening clearances for staff working within the disability sector.

As an NDIS registered provider, Community Living Australia is required to undertake an annual audit against the new NDIS Practice Standards. This audit was conducted in March 2019 and was satisfactorily completed, with the auditors acknowledging several best practice initiatives.

Compliance management

During 2018-19, several major legislative changes occurred within the NDIS Quality and Safeguarding Framework that Community Living Australia is required to comply with, including:

- + Data management and breach/privacy
- + Child protection
- + Children's rights
- + Specialist disability accommodation rules
- + Disability service principles
- + Whistle-blower changes.

The Quality team will continue to help all organisational departments and employees to successfully navigate these changes to ensure we continue to meet our legislative requirements.

Work Health Safety (WHS)

WHS remains central to the portfolio of the Quality team, with a recently expanded focus being placed on wellbeing initiatives and employee education.

This expanded WHS focus has created opportunities for all staff to take an active role, not only in their own work, health and safety, but also in actively engaging in the improvement of their work areas and teams.

In 2019-20, a more tangible presence will be placed within teams and regions to support work groups and further encourage engagement and ownership of WHS throughout the organisation.

Community Living Australia is committed to remaining a quality provider of support services to people with disability.



2019-20 KEY FOCUSES

The Quality team's year ahead will see a continued focus placed on the review of policies, operating procedures and processes to further streamline and reduce touchpoints for our staff, which will enable them to focus on doing what they do best – creating opportunities for our clients.

A significant emphasis will also be placed on ensuring clients, their families and/or carers are able to access the information they need in a delivery format that best suits their individual requirements.

Stakeholder engagement will remain a priority, with ongoing support being

offered to teams in a variety of ways to help them understand process requirements, particularly regarding education on safeguarding and the continued promotion and implementation of person-centred support practices.

The Quality team will encourage the development of Quality and Safeguarding Champions. These champions will help to create opportunities for all staff to live the values of Community Living Australia, and they will become a key part of the continuous improvement cycle, which will lead to greater opportunities for our clients and staff.

“I’m just really happy and everybody knows because they can see the look on my face.”

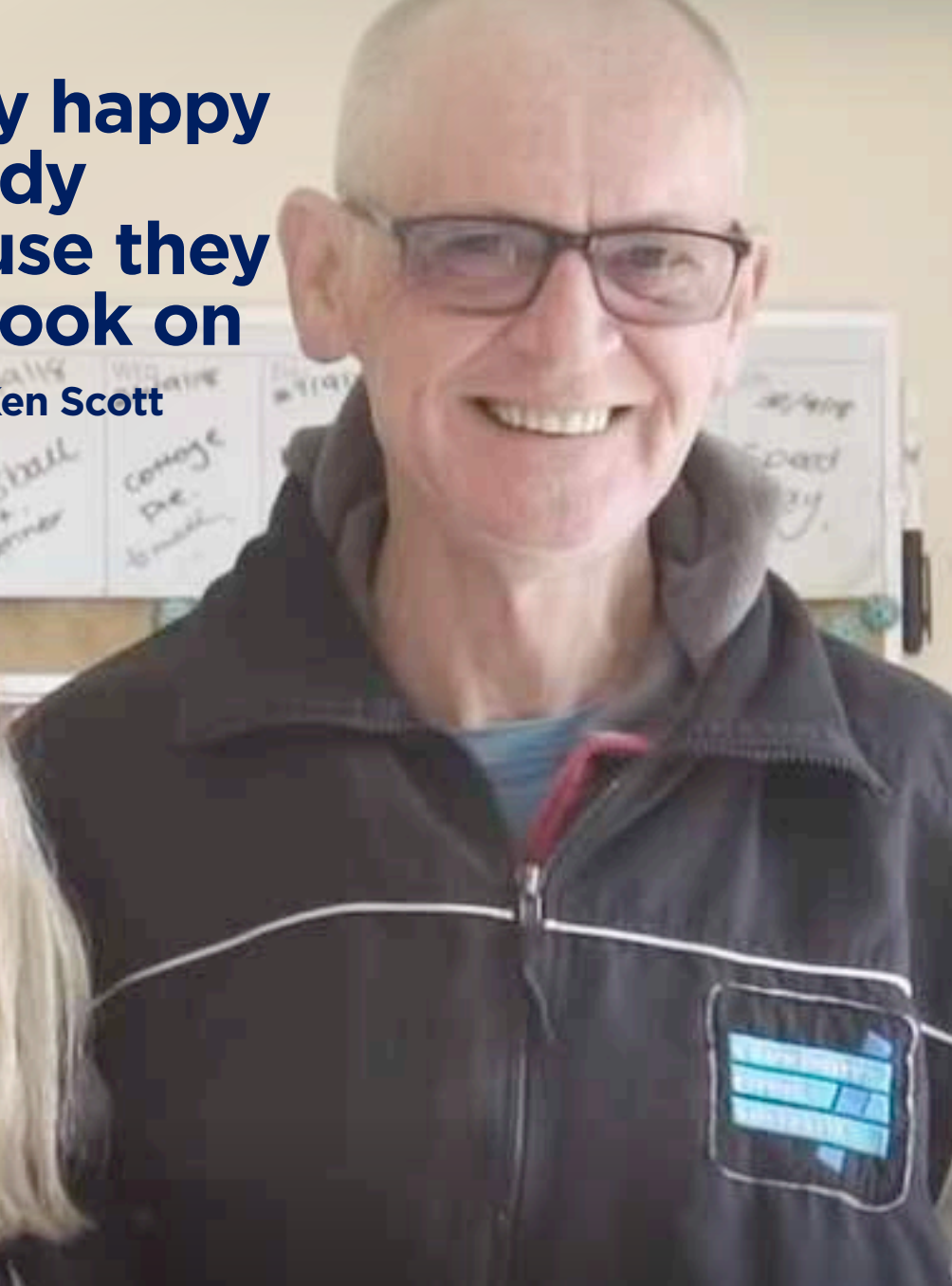
Ken Scott



Amanda Laube

Excited for each day and eager to continue learning and improving, Amanda is needing less and less support to live independently in her own home and is loving the freedom and autonomy she has in her life. Having the choice, control and ability to make her own decisions, Amanda is developing her independent living skills, her confidence is growing, and she is thriving in her community.

“I’m learning to do cooking; I like to learn that with the carers when they show me. When I cook for myself and do my budget, I feel good. I want to say thank you to the staff that try to help me.”



Ken Scott

Very house-proud and doing his own jobs around the house so he knows ‘they will be done right’, Ken is enjoying having his own place to call home, a place where he is in control and gets to call the shots.

“I love living independently, I enjoy it. I do things myself. Amanda (my support worker) is there with me to help me do it. I’m just really happy for myself and I think everybody knows that because they can see the look on my face. I enjoy it, I love Community Living Australia!”

PARTNERSHIPS

Community Living Australia strongly believe that working in partnership with our local communities to reduce stigma and facilitate inclusive interactions for people living with disability is vitally important in making a bigger impact and creating more lasting, meaningful change for our clients and in our communities.

Community Living Australia is currently working with partners including Access2Place, Unity Housing and Julia Farr to explore and identify opportunities for providing affordable and accessible housing to people with disability so that they can live as independently as possible within the security of their own home.

We have also partnered in an innovative pilot vehicle sharing project with Street Fleet and other disability service providers to better utilise our accessible vehicles during their unused periods. By making them accessible to people in the community, the costs of vehicle ownership for not-for-profit and community organisations are reduced, and more people who need access to vehicles can use

Working closely with community partners enables us to increase the quality and amount of opportunities we can create for clients to be involved in and thrive in the community.

them. This is particularly valuable in our regional areas, where transport availability and accessibility are a major barrier for people with disability in accessing and utilising local community amenities.

Our strong relationship with the CLA Foundation has resulted in a commitment of \$60,000 to fund the redevelopment of our respite service venue in Murray Bridge, with the aim of increasing its accessibility, broad appeal for guests and functionality as a service provision centre.

We are always seeking to develop new, innovative partnerships within the communities we serve to better meet the needs of our clients and their communities. Through expanding on our commitment to collaboration and partnership, we can make a bigger and better impact on reducing stigma and facilitating meaningful, inclusive interactions for our clients.

Community Living Australia would sincerely like to thank the following partners for their support throughout 2018-19:

- + Don Dunstan Foundation – industry development and key project initiatives
- + Street Fleet – vehicle leasing and involvement in the vehicle pilot project
- + Summit – vehicle purchasing
- + CLA Foundation – funding of key development projects and initiatives
- + Access2Place – accessible housing and accommodation services
- + Unity Housing – accessible housing and accommodation services
- + Julia Farr – accessible housing and accommodation services.

As a not-for-profit organisation, your support is crucial to our success, so we thank you, and we look forward to your continued partnership in working with us to provide a range of vital services to our clients in the future.



We see it as our responsibility to work collaboratively with others where possible in seeking to continually improve the opportunities available to people with disability to live their best life.


Community Living Australia places a high value on collaboration and being an active participant in the ongoing development of the disability sector. It is through collaboration that we believe our sector will improve and, in turn, improve service quality and positive outcomes for people with disability.

As an industry leader, we have significant knowledge and insights that provide us with the ability to contribute positively to the further development of the sector, as well as developing a higher level of understanding in our communities.

We believe it is a broad social responsibility to continue to improve the amount and quality of opportunities afforded to people with disability.

During the year, Community Living Australia and key personnel participated in or were members of:

- + National Disability Services including State and National Board representation
- + A project to deliver collaborative, centralised after-hours, on-call services for clients and staff to provide continued support services which has received national interest
- + Presentations at State and National levels supporting sector collaboration
- + The Don Dunstan Foundation Thinkers in Residence program, bringing globally recognised thought leaders to Adelaide to support further sector development
- + The Growth Lab project, bringing key personnel from the disability, aged care, community services and private sector together to collaborate and solve key industry sector challenges.

A man with a mustache and headphones is sitting in the cockpit of a green biplane. The plane is parked on a grassy field. The man is wearing a blue jacket and a dark helmet with headphones. The biplane has a green fuselage and silver wings. The background shows a cloudy sky.

**“A reminder to continue
to pursue our dreams and
seek new experiences.”**

CLIENT TESTIMONIAL

Peter

Spreading his wings, soaring through the sky and achieving a dream. Experiencing something most of us would never even dream of, Peter recently took to the skies on a joy flight in a British 1930's Tiger Moth biplane. He enjoyed the experience so much that he has recently been on a longer flight along the South East coastline. It's a beautiful and poignant reminder to continue pursuing our dreams and seeking new experiences. You never know where they may lead!

FINANCE HIGHLIGHTS

Growth Metrics

(increase from previous financial year)

SERVICE DELIVERY

12%

COMMUNITY
CONTRIBUTIONS

177%

OTHER REVENUE

50%

Note: revenue targets exceeded budget by 2% reflecting the final stage of transition to the NDIS.

Net Assets

18/19 \$'000

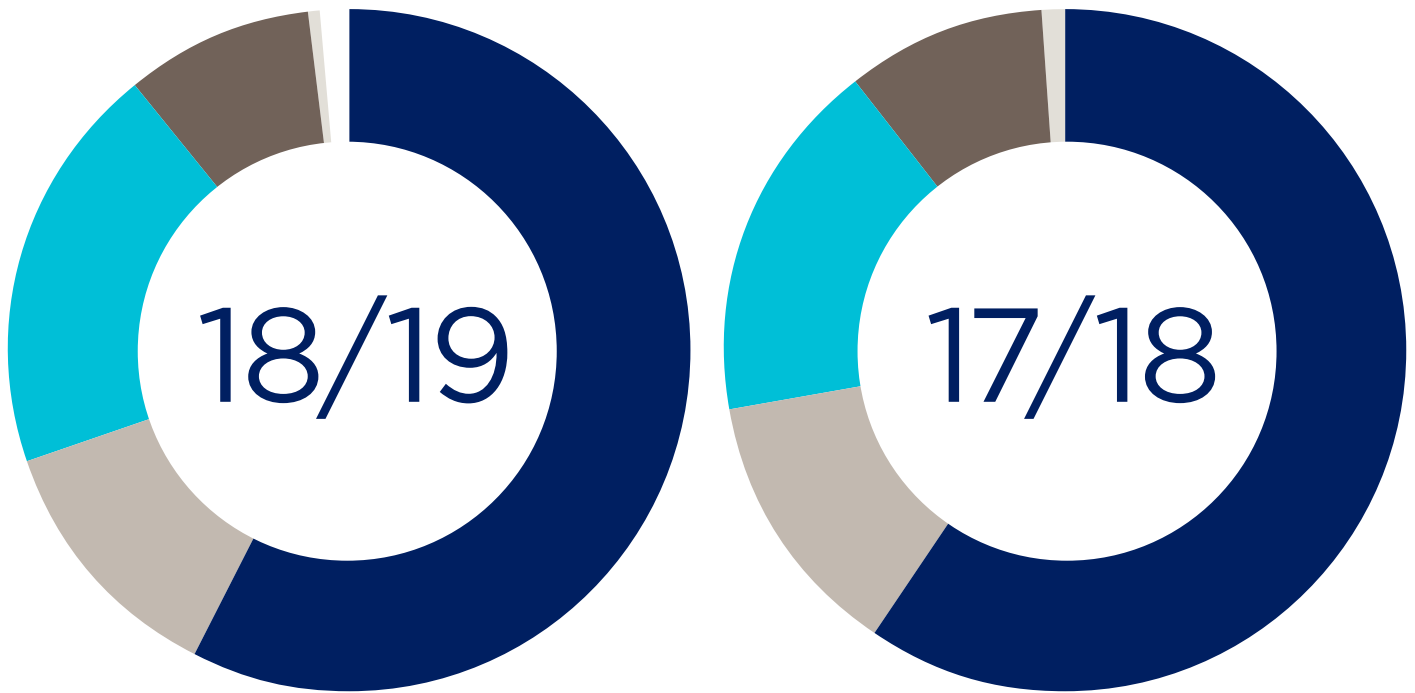
5,843

Net Surplus

5.6%

of revenue

Income by service type



	18/19	17/18
 Accommodation	57.62%	59.55%
 Day Services	12.25%	12.76%
 Individual Support	19.32%	17.19%
 Respite	9.06%	9.62%
 Recreation	0.58%	0.87%
 Transitional funding	1.18%	

PATRON, BOARD MEMBERSHIP AND SUB COMMITTEES



Patron

His Excellency the Honourable
Hieu Van Le AC
Governor of South Australia

Board Membership



Bill Rowe
(Chairperson)



Jill Coombe
(Deputy Chair)



Garry Ashworth
(resigned 4 March
2019)



Brad Butler
(resigned 25
September 2018)



Rex Keily AM, JP



Kym Lynch



Roslyn McGowan



Edwina Stevenson



John Greenslade
(appointed 25
June 2019)

Sub Committees

Finance and Audit

Kym Lynch (Chair)
Garry Ashworth
Jason Conroy
Bill Rowe

Service Quality

Jill Coombe (Chair)
Alicia Hopper
Roslyn McGowan
Jonty Whitehead

Nominations

Rex Keily AM, JP (Chair)
Bill Rowe
Jill Coombe

Business Development and Marketing

Rex Keily AM, JP (Chair)
Soula Dagas
John Greenslade
Mark Kulinski

Risk and Compliance

Edwina Stevenson (Chair)
Jill Coombe
Rex Keily AM, JP
Kym Lynch
Bill Rowe

“ Governance plays an integral role in guiding our organisation to the fulfilment of its objectives. Providing invaluable skills, experience and insights, our governance team are committed to ensuring the organisation is well-positioned to continue providing opportunities for clients to thrive in their communities.”



Community Living Australia

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