

Support with a purpose



**ANNUAL
REPORT**
2017 – 2018



WHY CHOOSE US?

Together we achieve.

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



We
have fun



We
are caring



We promote
independence



We practice
social inclusion



We recognise
everyone as
an individual

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We encourage achievement of personal goals



Offer access to multiple services



Services delivered in regional locations



Dedicated qualified staff



Together we achieve

CHAIRPERSON'S REPORT

Every opportunity is an opportunity to
make a difference in someone's life.

In 2017-18, it has been an exciting year, with the challenges presented by the NDIS rollout and the rewards delivered by working side-by-side with our wonderful staff, clients, communities, partners and stakeholders. Together we have strived to consolidate our service delivery approach, with a focus on gaining a deeper understanding of our client's needs, their future goals, and planning new service delivery models to help achieve those goals purposefully.

We have continued to support clients with their transition to the National Disability Insurance Scheme (NDIS), helping them to optimise their support options through both the NDIS and our service offering. Roll out of the NDIS will be complete by the end of the year, and we will continue to review and improve our offering to meet the evolving needs of our clients in the years to come.

I wish to thank Chief Executive Mark Kulinski, the Executive team, the Management team and Community Living Australia's broader staff for the passion they bring to their roles, and the great work they do in supporting and advocating for our clients.

This passion is evidenced in the positive feedback we have received from clients and their families throughout the year, who have said they feel more comfortable with the changes being made in our sector thanks to the genuine support and wealth of information they have received from our staff.

Thank you to our clients and families for trusting in us during what has been a challenging and sometimes uncertain few years — you are our entire purpose for being, and we will continue to be whole-heartedly committed to ensuring that individual, tailored support options are available to

facilitate client choice and ongoing service satisfaction.

I thank my fellow Board and Committee members for their dedication to ensuring Community Living Australia is well-equipped to provide the services our clients require under the NDIS — your advice and expertise has been invaluable to the evolution and growth of our organisation.

I thank His Excellency the Honourable Hieu Van Le AC for his continued patronage and service to our community.

To our partners, stakeholders and our local communities — thank you for supporting us in promoting genuine, purposeful inclusion and community interactions for our clients. Without your support and committed partnership, we would not be able to work together to access the facilities and resources that are crucial to enhancing the lives of our clients.

Together, we achieve.

Yours Faithfully,
Bill Rowe



We will continue to facilitate client choice
and ongoing service satisfaction.

CHIEF EXECUTIVE'S REPORT

2017-18 has been a busy and rewarding year for Community Living Australia.

We have reviewed and implemented wide-ranging changes across all business units to ensure our legislative compliance under the NDIS, which will result in higher quality, better tailored services being delivered to our clients — our reason for existing.

Throughout the year, we have supported clients in developing new hard and soft skills that will provide greater choice and control over their lives moving forward, including pre-vocational, employment, independent living skills, starting your own business, building and maintaining friendships and relationships and budgeting, to name just a few.

Our Client Services team has delivered over 387,000 hours of support to clients and carers across our services, all focused on delivering the goals of Individual Support Plans. The Client Services team have also implemented a range of new community initiatives and activities



to facilitate greater social inclusion, from planning a community grow-to-pick garden, providing volunteering opportunities with Meals on Wheels and facilitating the inaugural SALA Art Exhibition, to client participation in regional Christmas pageants.

Community Living Australia now supports over 550 clients living in the Adelaide Hills, Fleurieu

Peninsula, Kangaroo Island, Murraylands, Riverland, South East and Southern Metropolitan areas, with close to 500 staff employed across the State to deliver these services. This year, we have opened a new office location in Christies Beach and launched community access support in Victor Harbor to meet growing demand for our services.

Our client support ethos is to understand and respond to both current and future needs through the implementation of matched service delivery models. We know that everything we do must have purpose to become a trusted partner, so we will stand side-by-side with you to maximise available opportunities. This ethos is backed by a high-quality safeguarding framework, skilled, empowered staff and a commitment to encouraging internal innovation that ensures your health and wellbeing is at the centre of everything we do.

We have continued to support clients and their families as the NDIS has rolled out in 2017–18. While the final transition has been delayed until December 2018, we have continued to provide pre-planning support and a range of educational tools, information and drop-in sessions to ensure people are well-equipped to move into the future prepared.

Community Living Australia is dedicated to empowering our staff to provide outstanding services through

quality training and support, so in 2018–19, we will be implementing a new training platform to better meet the training needs of our staff. I would like to thank all staff for the amazing work you do for our clients, and your passionate commitment to providing high quality support services that give them choice and control over their lives — your hard work makes a positive, lasting difference.

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

- Successfully implementing our Customer Relationship Management system (CRM), which will help us better service the needs of our clients moving forward
- Supporting our clients to transition and make the most out of the NDIS through pre-planning support, developing pre-planning materials, videos and fact sheets, and facilitating a range of information sessions, expo attendances, call-

in services and drop-in sessions

- Continuing to build on and use our SharePoint Intranet platform to enhance service delivery through centralised storage of, and access to, key operational information
- Planning for Myriad — a SALA exhibition at the Adelaide Convention Centre, displaying over 150 works of art by close to 60 artists with disability from across the state, making it one of the largest and most successful in South Australia demonstrates our desire to go above and beyond and provide experiences for our clients
- Implementing an ongoing review of our services to align with NDIS requirements and ensure we provide only the highest quality, value for money services
- Finalising the development of a new volunteer program to increase volunteer numbers and support the delivery of more tailored services in the future

- Conducting an ongoing culture review to document our current culture and identify both the positives and areas for improvement, which will inform cultural change strategies aimed at ensuring the delivery of quality services, positioning us as an employer of choice and providing a great workplace environment for staff
- Conducting a restrictive practice review to ensure our compliance with legislative requirements, and training and educating our staff and stakeholders on the outcomes of the review to ensure we can better support client choice and control

- Holistic reviewing of our services and processes to ensure we meet newly-defined NDIS Practice Standards, ensuring we provide quality services to people with disability that supports choice, control and dignity through robust governance structures, an updated risk framework and reinforced quality systems to ensure compliant reporting that our clients and staff understand.

We remain committed to positioning ourselves as an industry leader in disability support service delivery through educating and supporting our clients through the complexities of the NDIS and educating our communities on how to best include and support people living with disability. We are thankful for the success we have achieved so far through our existing partnerships and look forward to developing new relationships in our communities that lead to real and lasting positive change in the lives of our clients.

Our focus moving forward is delivering on our commitment to provide quality support to our clients and their families through purposeful program and infrastructure improvements that enhance our service delivery, and ensuring our staff are empowered, skilled and equipped to deliver tailored, personal support to meet individual client needs.

Community Living Australia has achieved a sound surplus and increased revenue in 2017-18 which places us in a healthy financial position to continue to deliver tailored services that meet the needs of our clients and their families in coming years. We look forward to continued growth to help more people access the quality support services they deserve.

Best wishes,
Mark Kulinski



Community Living Australia has a proud history of providing a genuinely caring support environment.



Clients have reported feeling
welcomed, safe and respected.

In 2017-18, we continued our committed focus on supporting clients in successfully transitioning to the National Disability Insurance Scheme (NDIS). The NDIS Update on page 18 gives further detail on the supports we have been providing to clients and carers during the transition period.

In addition to these supports, key members of Community Living Australia have been providing planning support and advocacy for clients both prior to, and during, the planning process. Feedback from clients and carers has been tremendously positive so far, especially given that people had initially reported feeling overwhelmed. We are proud to have been able to provide trusted support to help clients and carers successfully navigate the NDIS, and we will continue to do so in coming years.

Building capacity, resilience and independence

Community Living Australia has a proud history of providing a genuinely caring support environment. Clients have reported feeling welcomed, safe and respected when accessing Community Living Australia's support services. A key focus of this support was extended during 2017-18 to help clients build capacity and independence through the provision of goal setting tools and individualised support plans aimed at increasing their ability to build new skills.

Some of the skills our clients developed in 2017-18 included:

- Pre-vocational
- Searching for employment
- Cooking
- Sexuality and sexual health
- Personal care
- Gardening
- Starting and succeeding with your own business
- Building and maintaining friendships and relationships
- Teamwork
- Competitive sports
- Budgeting
- Housekeeping.

Training is central to quality support

Community Living Australia's commitment to providing quality support services is underpinned by the wide-ranging training and support systems we deliver to staff. In 2017-18, over 6,000 hours of training was provided to our team, including:

- Mandatory training e.g. manual handling and first aid
- Disability-specific training
- Client specific requirement training e.g. catheter care
- Mental health first aid training
- Person-centred active support training
- Restrictive practice training.

Staff training has been further supported through on-the-ground mentoring by our leadership team, providing clients and carers with peace of mind in knowing that their support team are well trained to exceed their expectations in care delivery.

Delivering outcomes across all services

In 2017-18, Community Living Australia delivered over 387,000 hours of support to clients and carers. This support was delivered through a myriad of service types focused on achieving individual client outcomes, including (but not limited to):

- Children's services
- Community access
- Supported accommodation
- Day options
- Respite
- Positive behaviour support
- Recreational activities
- In-home support
- Transitioning to independent living.

Our services have focused on delivering the goals identified in Individual Support Plans.

As Community Living Australia continues its transition into the NDIS, we will be conducting ongoing reviews of all service delivery models to ensure not only NDIS compliance, but that our client's needs are also met.

Clients who transitioned to the NDIS during 2017-18 have been supported in bringing their NDIS plans to life through Community Living Australia's team of Intake Officers. Intake Officers have a deep understanding of the NDIS and are experienced in identifying the supports required to meet the outcomes of Individual Support Plans, which has ensured that clients haven't experienced any service disruption during their transition.

Community initiatives and activities

Being active members of the local communities we service is very important to us, as it in turn facilitates our client's inclusion in their community. We conducted several community initiatives and activities during 2017-18, including:

- Planning for a community grow-to-pick garden
- Providing volunteering opportunities through groups such as Meals on Wheels
- Developing a Green Team to provide gardening support to the community
- Catering and participation in a charity golf day
- Facilitating the inaugural Community Living Australia SALA Art Exhibition, Myriad, with close to 60 artist exhibitors
- Participating in regional Christmas pageants, with clients having the added responsibility of marshalling duties at the Strathalbyn pageant.



Increasing access to services

Christies Beach office opens

We understand that many people prefer face-to-face interaction, so we were pleased to establish an office at Christies Beach in 2017–18. Since opening the office, the local team have welcomed local government representatives, local businesses and, most importantly, people seeking information and support.

The Christies Beach office joins a list of offices dedicated to meeting the growing needs of our local communities, including:

- Strathalbyn
- Mt Barker
- Murray Bridge
- Renmark
- Kingscote (Kangaroo Island)
- Mt Gambier.

Victor Harbor support services

To further facilitate Community Living Australia's commitment to delivering regional services locally, community access support from the Victor Harbor Scout Hall was launched in 2017–18. These services provide a local solution for the growing number of people seeking support on the Fleurieu Peninsula.

Community Living Australia's partnership with Scouts SA reinforces our commitment to working with local partners to deliver services and providing opportunities for genuine social inclusion that break down the barriers people with disability face when accessing their community.

“Be Strong, Stay Safe” program

During 2017–18, Community Living Australia was successful in receiving an Information, Linkage and Capacity Building (ILC) Remote Grant. This grant will be used to develop and implement a program that supports people with disability on Kangaroo Island to minimise their risk of abuse.

BUSINESS SERVICES

Business Services plays a vital role in supporting Community Living Australia's Client Services team to deliver the very best services to our clients through the provision of business support services and infrastructure to our regional teams and clients in the areas of:

- People and Culture (HR)
- Finance
- Fleet and Property
- ICT
- Administration.

The value of the work we do can be measured through the results of enhanced

business operations that ensure the future sustainability of Community Living Australia in line with the achievement of our organisational objectives.

Throughout 2017-18, the Business Services team has played a critical role in liaising with funding agencies and supporting regional teams and existing clients as the transition from State Government services to Federal initiatives (including the NDIS) continues. To this end, we have conducted a wide-ranging review of our

existing business processes and have supported our staff through a steep learning curve in understanding the principles of NDIS and what it means for our organisational operations.

A significant focus has been placed on improving our systems and processes to help us meet NDIS requirements, and to operate successfully in the NDIS environment. This review has positioned us well to continue to deliver quality services into the future.

2017-18 key highlights, successes and achievements

Community Living Australia's key business highlights, successes and achievements in 2017-18 have included:

- Planning and implementing a new Client Management System (CRM) for the organisation (see major projects for further information)
- Upgrading our finance software, including a revision of account structures and reporting outputs to better reflect our business operations under the NDIS
- Renovating our Leslie Street property in Murray Bridge to provide a dual children's/adult short-term accommodation venue within the township
- Upgrading our fleet through the purchase of a new commuter van
- Developing an Investment Policy to inform our strategy for maximising returns on cash reserves
- Engaging cyber security experts to examine our ICT environment, where no critical breaches

were identified as part of a rigorous audit and testing process, but recommendations for improvements that resulted from this process were actioned by the ICT team with assistance from our external support provider, Infoxchange.

Focus has been placed on improving
our systems and processes to help
us meet NDIS requirements.





Improvements planned will support
better provision of services.

Major projects

CRM project: phase one

The CRM project was the Business Services team's major project in 2017-18. Phase one of the implementation included:

- Design of CRM elements and the development of workflows for critical processes including enquiries, intakes, client records, service bookings and records
 - Introduction of key communication and information features including alerts, tasks, reporting and user dashboards
- Data migration and cleansing to centralise and enhance client information
 - Group and individual staff training to build user confidence.

Community Living Australia has implemented this web-enabled CRM to ensure that information can be accessed and updated remotely via an internet connection to provide fast and reliable organisational connectivity to regional areas.

The CRM will benefit our staff in being able to access and update detailed client and role-related information from wherever they are, which enables us to provide higher quality, better tailored and more responsive services to our clients. Additionally, the CRM will reduce costs, risks and the burden of hardcopy archiving on the organisation.

2018-19 key focuses

CRM project: phase two

In the coming year, Community Living Australia will roll out phase two of our CRM project to deliver further functionality, including:

- CRM accessibility to our support workers via a mobile application
- Integrated scheduling and rostering through the CRM
- Real-time linkage of service bookings to staffing rosters
- Automation of service billing.

Software investment

In addition to the roll out of phase two of the CRM project in 2018-19, Community Living Australia will continue its process improvement strategy through software investment.

The areas identified for improvement include:

- Purchase and expense management
- Human resources and payroll
- Property management.

General improvements

In 2018-19, we will focus on improving regional office spaces and developing a plan to centralise office-based functions to ensure the organisation is well supported.

The improvements planned will be implemented to support better provision of services through modern infrastructure. Resulting in our staff being more informed and better able to service the individual needs of clients.

STRATEGIC PLAN

During 2017-18, Community Living Australia conducted a holistic review of our strategic plan to ensure its future alignment with both NDIS requirements and the needs of our clients, their families, our employees and the communities we serve. Adjustments have been made to ensure we remain competitive and continue to meet the needs of our clients into the future. The strategic plan outlines our operational purpose and organisational focus, directing and informing our decisions and actions.

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 Values

Dignity

We understand each person's needs and aspirations. We work with clients to build trust, providing supports that help them achieve their unique aspirations.

We recognise and value each person's right to choose how they live, learn, work, love, play and connect with their community.

Quality

We strive for excellence by focusing on continuous improvement through innovation and flexibility.

Investment in the development and wellbeing of our staff is a priority.

Community

We provide meaningful opportunities for people to engage with their community. We work closely with community partners to achieve this.

Inclusiveness

We respectfully seek to provide equity, social inclusion and access to available resources to help people live meaningful lives.

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.



Priority Area: Our Clients

Goals

- Provide a range of personalised services to match individual client needs
- Become a service provider of choice
- Become a trusted partner
- Health and Wellbeing is at the centre of all services.



Priority Area: Our People

Goals

- Become an employer of choice
- Develop an enabling culture and living our values
- Ensuring we have a committed, empowered and skilled workforce.



Priority Area: Our Systems

Goals

- Inform and create efficiencies
- Develop systems that evidence our obligations
- Enable an excellent customer experience
- Explore alternate business models.



Priority Area: Our Community

Goals

- Become a trusted community partner
- Lead and contribute to sector development
- Communicate our charitable impact.

NATIONAL DISABILITY INSURANCE SCHEME (NDIS) UPDATE

Transitioning to the NDIS

In 2017-18, Community Living Australia supported our clients and their families as the NDIS continued to roll out in accordance with the timelines set out in the bilateral agreement. The NDIS is now available to all age groups in all South Australian geographic locations.

As at 31 March 2018, more than 16,000 participants had NDIS plans approved in South Australia.

However, due to several factors, the transition of all people from State-based programs to the NDIS has taken longer than originally scheduled. It was initially expected that all people in State-based programs (that providers such as Community Living

Australia deliver) would have transitioned to the NDIS by 30 June 2018.

Both the National Disability Insurance Agency (NDIA) and South Australian Government have agreed to continue to support people in successfully transitioning to the NDIS by 31 December 2018.

The NDIA has partnered with external organisations to deliver Local Area Coordination Services, including NDIS planning services. In South Australia, the following organisations are providing these services:

- *Mission Australia:*
Limestone Coast, Murray and Mallee, Adelaide Hills, Fleurieu and Kangaroo Island, Southern Adelaide and Eyre Western and Far North

- *Baptcare:*
Western Adelaide, Eastern Adelaide, Yorke and Mid North
- *Feros Care:*
Barossa, Light and Lower Light, Northern Adelaide.

The South Australian Government has agreed to maintain current funding arrangements for clients and providers until people receive an approved NDIS plan. This means people will continue to receive support until they have a planning meeting and approved NDIS plan in place, ensuring there will be no loss in service continuity.

We received positive feedback from

clients, carers and the sector for our

innovative NDIS tools that were developed.



Community Living Australia continued to help people transition to the NDIS

Throughout 2017–18, Community Living Australia continued to support clients and carers with pre-planning support to ensure they were well prepared for their planning meetings.

We received positive feedback from clients, carers and the sector for our innovative, wide-ranging tools that were specifically developed to help people prepare for the NDIS.

To support people successfully transition to the NDIS, Community Living Australia:

- Developed an easy-to-complete pre-planning booklet to help people identify their goals and the supports needed
- Hosted 18 NDIS information sessions
- Exhibited at six NDIS expos
- Released six quick fact videos
- Held 32 radio interviews
- Hosted 18 radio green room call-in services
- Provided summary of support letters to clients for their planning meetings
- Coordinated 108 weekly NDIS coffee drop-in sessions
- Provided regular fact sheets and NDIS Newsletter updates
- Attended planning meetings with clients and families to ensure they had trusted support and information at hand to negotiate comprehensive plans.

Ongoing changes

The NDIA has committed to ensuring that all people wanting face-to-face planning meetings will be able to have them. Additionally, it is expected that Individual Care Plans will be discussed with participants prior to their implementation.

We also expect further clarity around transportation, which we welcome, as we have shared clients' frustrations with transportation funding issues. Community Living Australia will continue to advocate for clients regarding transport funding, and we will update you on our progress as it occurs.



We look forward to expanding our
volunteer program.

The People and Culture team supports Community Living Australia through the provision of services in the areas of:

- Staff recruitment and retention
- Staff rostering
- Staff training
- Volunteer program management
- Payroll
- HR administration.

As part of its commitment to be a quality disability services provider and an employer of choice, the People and Culture team introduced a Workplace Consultative Committee (WCC) in early 2018 to facilitate open discussion and consultation with all employees regarding workplace matters that impact staff and the clients they support.

The new WCC is comprised of employees from across the regions, union representatives and management, and provides a platform for discussing, reviewing and addressing general operational issues. WCC representatives provide a voice for their colleagues and participate in decision making that affects all

employees, making it an important role within the organisation.

Focus has also been placed on improving our online systems to help us better communicate with staff in regional areas and reviewing our training processes to ensure they are responsive and effective, empowering our staff to conduct their roles confidently. The work we have carried out this year places us in a position to continue to attract and retain committed, qualified and empowered staff in the future.

Volunteer program

While 2017-18 brought us new challenges with the rollout of the NDIS, it has also brought much excitement through the roll out of our new volunteer program.

After extensive consultation with regional teams on the use and need of volunteers within their service delivery offering, Community Living Australia have now begun targeted recruitment to meet service and client demands, including for annual events such as Myriad, the Tri-State Games, Expos, the Golf Day and Christmas pageants.

We look forward to expanding the volunteer program in coming years, as the time and effort put in by our volunteers will provide positive impacts on our client's lives, as well as on our organisation.

Workforce utilisation

Community Living Australia's Workforce Strategy aims to increase the utilisation rate of our existing employees in the belief that our clients, employees and the organisation will benefit from having more employees who work regularly. Employees who get more regular hours of employment, along with increased entitlements, are likely to be more committed to their job and stay with us for longer. For the organisation, more regular employees will help reduce turnover, provide greater guarantees of staff availability and the opportunity to build a more highly skilled workforce. The benefits for clients are clear: they will experience a greater continuity of service from support workers, and those support workers will be more skilled in delivering services.



2017-18 key highlights, successes and achievements

Community Living Australia's key people and culture highlights, successes and achievements in 2017-18 have included:

- Establishing a Workplace Consultative Committee
- Establishing an online volunteering platform
- Conducting a training review and identifying areas for improvement.

Major projects

Defining our culture: project commencement

In 2017-18, we commenced a culture project in collaboration with an external supplier to gain an independent and trusted perspective as we embark on defining and implementing new workplace values unique to our organisation. Building a positive, empowered workplace culture will help shape the way we do things, how we interact and engage with others, and define the best behaviours.

The success of any culture project is entirely dependent on staff engagement and ownership, so we will be engaging with all staff to provide opportunities for their voice to contribute to defining a core set of values that create a sense of belonging and connection.

The project aims to ensure our workplace culture makes all staff feel supported, engaged and empowered to provide great services to our clients. The expected benefits of this project for our staff include:

- Creating a positive, team-focused working environment that attracts and retains skilled employees
- Achieving higher levels of job performance
- Achieving greater levels of job satisfaction
- Creating an increased sense of identification with our business
- Generating an increased understanding and personal connection with our organisation and its purpose to create authentic engagement and passion.

In the coming year, we will be working on investigating and defining our desired workplace values with management, staff and clients, which will culminate in a recommendation report for implementation. Leadership training will follow, with Team Leaders driving engagement and education on the new values and behaviours to their respective teams. We will review and align the new values with our existing business practices and processes to ensure they become part of everyone's daily language and will conduct ongoing reviews to ensure ongoing alignment with the business as it evolves.

We want our staff to come to work loving what they do, delivering services to the best of their ability and providing a service that is invaluable to our clients (and many do), which makes the culture project vital to uncovering how we can capture and spread this sentiment across the entire organisation.

PEOPLE AND CULTURE

CONTINUED

Review of Community Living Australia's restructure

In 2017-18, the People and Culture team conducted an internal review of the late-2016 organisational restructure, engaging with Community Living Australia staff to conduct a survey on their feelings about the process. Overall, the objectives of the restructure and processes adopted to implement the required changes resonated positively, which is a great indicator of the understanding our staff have for the need to adapt in a rapidly changing sector environment.

Of what worked well with the restructure:

- 37 out of 40 respondents agreed the objectives and purpose of the restructure was clearly communicated and understood
- 36 out of 40 respondents agreed they have felt the benefits of carrying out the restructure
- 34 out of 40 respondents agreed they were satisfied with the level of communication provided regarding the restructure

- 17 out of 19 respondents agreed that the process for redeployed staff or those who applied for another position was transparent and fair
- 13 out of 16 respondents agreed that new staff felt they were well briefed on the purpose and expectations of their new position.

We will continue to conduct rolling reviews of our work practices and processes to ensure we can meet the changing needs of our clients and staff moving forward. Staff feedback is critical to the effectiveness of these reviews — we are committed to ensuring staff feel valued, empowered and supported to achieve the best outcomes for clients, and we can only achieve this with honest, constructive feedback.

2018-19 key focuses

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

- Undertaking an extensive culture project to identify both positive culture elements and areas for improvement, then addressing these to ensure we are positioned as an employer of choice
- Roll out of our new volunteering program to increase community involvement and volunteer numbers, enabling us to provide more tailored services to our clients
- Developing an online staff training and induction platform to ensure training consistency across all staff
- Further workforce planning with a focus on improving the utilisation rate of our current employees
- Ongoing policy reviews.

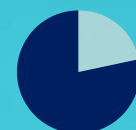
These focuses will help to strengthen our workplace culture and align these values and behaviours to our 'people' processes in coming years.

EMPLOYEE STATISTICS

460
employees

382 **78**
support workers other

43
average age



21.9% male
78.1% female

PAYROLL STATISTICS

5,190
Average individual timesheets per payroll

438
Employees paid per payroll

STAFF ROSTERING STATISTICS

1,950
Average shifts per week

801
In Home Support or Social Support

QUALITY AND SAFEGUARDING

Promoting best practice and focusing on opportunities to make positive differences in everything we do.

In 2017-18, the Quality team have been focused on reducing client touch-points and promoting consistent, quality services that are responsive and flexible to the changing needs of our clients and the legislative requirements of the disability services sector.

The Quality team conducted a policy and procedure review to achieve efficient and valued touch-points for our clients and staff. This review aimed to ensure our clients and staff can easily access and understand the purpose behind why we need to capture and report on information such as:

- Feedback
- Incidents
- Care concerns
- Privacy
- Restrictive practices.

Through the outcomes of the policy and procedure review, we have ensured that:

- Our governance structures are robust and support organisational management in a transparent manner
- Our risk framework and tools have been updated to ensure they meet our evolving business needs
- Our clients and staff are empowered to understand the reasons for reinforcing quality systems to promote positive differences in how and why we report, and the processes used to do so.

When the NDIS was launched, both Federal and State governments agreed that a nationally consistent approach to quality and safeguarding in disability support services was critical to its success, which led to the development of the NDIS Quality and Safeguarding Framework. This framework is designed to promote high quality supports and safe environments for all NDIS participants.

1 July 2018 saw the launch of the NDIS Commission, which, for the first time ever, brings all the functions of quality and safeguarding under a single agency to provide a nationally consistent approach for all Australian providers.



Work Health and Safety (WHS)

Work Health and Safety remains a significant focus for Community Living Australia, with ongoing engagement strategies being implemented for the development and wellbeing of our staff, helping them to understand the need for services and programs that are committed to the health and safety of our clients and staff across the organisation.

Community Living Australia believe Work Health and Safety is everyone's responsibility, so we deliver quarterly internal WHS newsletters to ensure safety remains in the forefront of everyone's mind as they conduct their duties.

We have also implemented new WHS policies at each corporate site, signed by both the Chairman and the Chief Executive, to highlight the emphasis Community Living Australia places on everyone remaining safe at work.

NDIS Practice Standards aim to prevent abuse and conflict of interest as well as to ensure quality outcomes for people living with disability. The NDIS Quality Indicators are the way in which providers will be measured and audited against these standards.

The NDIS standards and indicators are underpinned by the following themes:

- A rights-based approach
- Choice and control
- Person-centred practice
- An emphasis on strong governance and risk management.

With the new NDIS Practice Standards now launched, Community Living Australia have reviewed our existing policies and processes and subsequently adapted them where required to ensure our compliance with the new requirements.

Over the next 12 months, the Quality team will continue to work towards certification in the NDIS Commission's Quality and Safeguarding Framework requirements, so that our clients and staff can be assured of service delivery that places them at the centre of everything we do. We will continue to strive for excellence by focusing on a more easily navigable system that ensures our support services deliver high quality, best practice solutions.

PARTNERSHIPS

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

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.

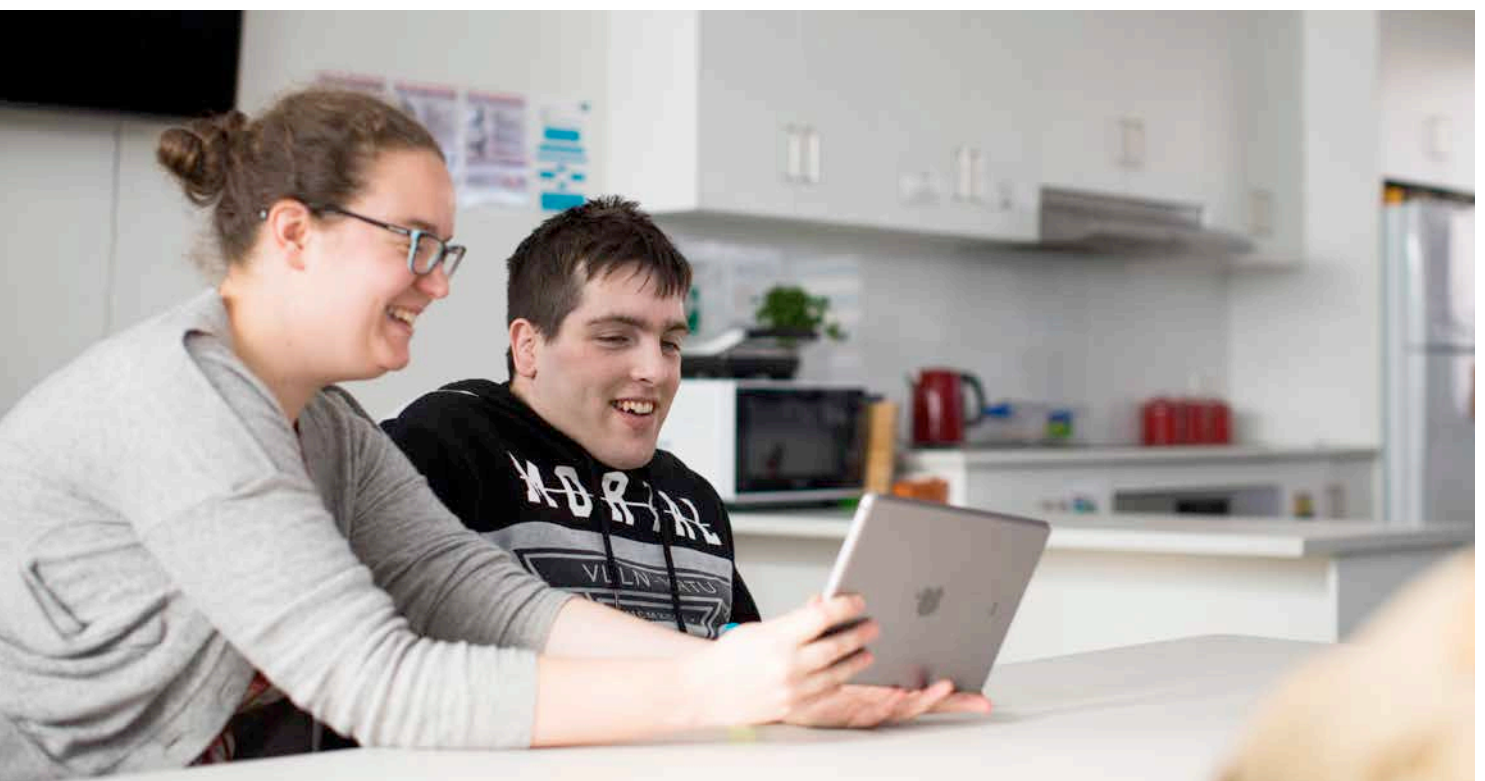
Through expanding on our commitment to collaboration and partnership, we can make a bigger and better impact on reducing stigma and facilitating meaningful, inclusive interactions for our clients.

Community Living Australia would sincerely like to thank the following partners for their support throughout 2017-18:

- The Don Dunstan Foundation
- The Australian Centre for Social Innovation
- Lutheran Disability Care
- Lighthouse Disability
- Northern Carers Network

- National Disability Services
- Street Fleet
- Summit
- CLA Foundation
- Access2Place
- Unity Housing
- Julia Farr.

As a not-for-profit organisation, your support is crucial to our success, 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.



Community Living Australia values collaboration and being active in the development of the disability sector. It is only this way we believe that our sector will improve and, in turn, the quality of services and positive outcomes for 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. This project has received national interest.
- Presentations at a state and national level 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 that brought together key personnel from the disability, aged care, community services and private sector to collaborate and solve on key sectoral issues.



Community Living Australia has achieved an operating surplus of \$368,325 for the 2017/18 financial year which represents 1.4% of revenue.

While achieving modest growth in operating revenue, the Company has continued to invest in resources and initiatives to support existing clients with the transition to NDIS and ready our staff and internal processes for the delivery of services under the Scheme. Funding this work within annual expense budget parameters has been a positive outcome this financial year.

The net asset position of Community Living Australia at the end of the financial year was \$4.1 million, a 12% improvement on prior year.

The Company has grown cash reserves by 6% over the 12-month period despite funding capital projects, including the delivery of a client relationship management system as part of a 2-year infrastructure improvement strategy.

This strong financial position supports the continuation on business improvement initiatives necessary to support future growth and long term sustainability.

Statement of Profit and Loss and other Comprehensive Income 30 June 2018

	Year Ending 30 June 2018 COMMUNITY LIVING AUSTRALIA \$	Year Ending 30 June 2017 COMMUNITY LIVING AUSTRALIA \$
Revenue	26,546,938	25,094,756
Other income	432,843	307,848
Employee benefits expense	(23,485,815)	(21,472,076)
Depreciation and amortisation expense	(225,973)	(183,904)
Other operating expenses	(2,899,668)	(2,653,254)
Surplus for the year	368,325	1,093,370

A copy of the full set of Financial Statements and Audit Report is available upon request from Community Living Australia Ltd

Statement of Assets and Liabilities 30 June 2018

	Year Ending 30 June 2018 COMMUNITY LIVING AUSTRALIA \$	Year Ending 30 June 2017 COMMUNITY LIVING AUSTRALIA \$
Assets		
Current Assets		
Cash and cash equivalents	4,351,320	4,090,068
Receivables	1,331,483	1,339,227
Other Current Assets	165,854	147,637
Non Current Assets	1,669,719	1,641,115
Total Assets	7,518,376	7,218,047
Current Liabilities		
Payables	811,326	862,219
Deferred Income	436,716	833,666
Employee benefits	1,471,962	1,181,637
Non Current Liabilities		
Employee benefits	711,153	678,131
Total Liabilities	3,431,157	3,555,653
Net Assets	4,087,219	3,662,394

A copy of the full set of Financial Statements and Audit Report is available upon request from Community Living Australia Ltd

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



Brad Butler



Michael Galea
(resigned 27
February 2018)



Rex Keily AM JP



Kym Lynch



Roslyn McGowan



Edwina Stevenson
(nee Starck)
(appointed 27
February 2018)

Sub Committees

Finance and Audit

Garry Ashworth (Chair)
Bill Rowe
Kym Lynch

Service Quality

Brad Butler (Chair)
Roz McGowan

Nominations

Rex Keily AM JP (Chair)
Bill Rowe
Jill Coombe

Business Development and Marketing

Jill Coombe (Chair)
Rex Keily AM JP
Edwina Stevenson (nee Starck)

Risk and Compliance

Kym Lynch (Chair)
Bill Rowe
Brad Butler
Jill Coombe
Garry Ashworth
Rex Keily AM JP



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