



CELEBRATING OUR

Partnerships



**TOGETHER
WE ACHIEVE.**



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CHAIRPERSON'S REPORT

In 2019-20, Community Living Australia continued its steadfast focus on providing high-quality services to people with disability that support them to achieve their goals and fulfil their dreams.

In line with this focus, the Board continues to promote strategies that will ensure the organisation remains client-centric, agile and sustainable. A key strategy that the Board has carefully considered is the consolidation of some offices resulting in better cross-team collaboration and resource sharing. This strategy will support the local presence in each of the regions that we serve.

While the COVID-19 pandemic had an immediate impact on our ability to deliver some services, we were able to work together and adapt quickly to safeguard the health of our clients, employees and communities and minimise service disruptions, thanks to our strong partnerships with all stakeholders.

To our employees, thank you for your commitment to continuing to provide quality services during this unprecedented time — you have personified our organisational values in every way. While we do not know what the future of the pandemic looks like just yet, we will get through this together as we adjust to a new 'normal'.





BILL ROWE, Chairperson

In 2019-20, we launched our annual Rewards and Recognition Program, which celebrates our clients reaching their goals and our employees achieving excellence in their service delivery. There were many worthy nominations for the inaugural event, with nine recipients receiving awards at the awards ceremony, held at the Government House of South Australia and hosted by Community Living Australia's Patron and Governor of South Australia, His Excellency, Governor Hieu Van Le and his wife, Mrs Le. We are proud to award these worthy recipients for their commitment, achievements and impact on their community, and look forward to hearing more inspiring stories in the coming year.

I would like to thank Chief Executive Mark Kulinski, the Executive team, the Management team and all employees for their dedication to working in partnership with our clients to help create opportunities for them to live their life on their terms.

Thank you to our clients and families for your continued trust in us. You are our purpose for being, and we remain committed to creating opportunities that provide you with choice and control in your life.

To my fellow Board and Committee members, thank you for your dedication to ensuring Community Living Australia operates with integrity as a trusted partner to clients, their families and the communities we serve. Thank you also to our Patron, His Excellency the Honourable Hieu Van Le AC, Governor of South Australia and our new Ambassador, Jo Hill.

To our partners, stakeholders and our local communities — thank you for partnering with us to create opportunities for our clients to achieve their goals.

As I reflect on what has been a testing year, I am pleased that together we have risen to the challenges and I am confident that the improvements we continue to make will keep Community Living Australia on track for a bright future.

Yours sincerely,
Bill Rowe
Chairperson

Images top: Marty and Sally at the Rewards and Recognition Event at Government House.

Middle: The Knights family with Mrs Le at the Rewards and Recognition Event at Government House.

Bottom: Malcolm proudly holding his award next to Gordon at the Rewards and Recognition Event at Government House.

CHIEF EXECUTIVE'S REPORT

2019-20 has been a challenging yet rewarding year for Community Living Australia. We have continued to improve our operational processes and systems, as well as build our infrastructure and workforce capabilities to ensure we remain a provider of choice.

Over the past year, we have worked in partnership with our clients to help them develop new skills and provide opportunities to grow personally, including accessing their communities, living a healthy lifestyle, gaining employment and entering business, increasing independence, volunteering and improving their mental health.

Our Client Services team have been working on a range of initiatives and activities to help our clients achieve greater social inclusion, including the expansion to all regions of our breakfast bar program and supporting clients to attend the Tri-State Games. Further examples include the development of the 'Be Strong, Stay Safe' and Independent Living Skills programs, designed to help clients protect themselves from abuse and develop important life skills.

Our client support ethos is to provide 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 employees 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 employees, including our volunteers, for the passion and commitment you bring to the great work you do – Community Living Australia will continue supporting you to deliver outstanding services that create opportunities for our clients.

In 2019-20, we continued to support our local communities to become more inclusive of people with disability through the expansion of existing partnerships, as well as the development of new ones. We are always seeking to develop innovative



MARK KULINSKI, CEO



ways to work with our local communities to make real and lasting positive change and will continue to advocate for an inclusive approach to community participation for people with disability in the future.

COVID-19 brought a number of challenges and changes to our services in 2019-20, and maintaining the safety of clients, employees and the community was our utmost priority. While these changes may have inconvenienced some, everything we have done has been driven by a determined focus on maintaining everyone's health and safety.

Unfortunately, due to COVID-19 we had to postpone our SALA art exhibition 'Myriad' as well as our charity golf day,

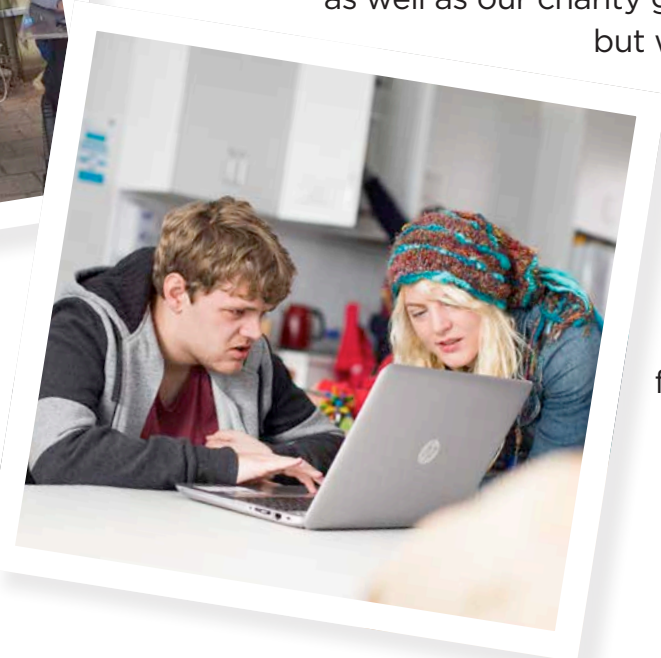
but we remain confident these events will be rescheduled as restrictions ease in the future.



Top image: Gary, Sue, Sarah and Meagan sharing the kindness in Rundle Mall on World Kindness Day.

Middle: Adam, Tina, Nikki, Lisa and Samantha with Katrine Hildyard MP during her visit to Southern Metro Day Options.

Bottom: Joel and Neisha working on their computer at Hills Day Options.



Community Living Australia places our full support behind the Disability Royal Commission, as it will help to ensure improved safety for people with disability moving forward and may also enable some people to have their voices heard and find justice and/or closure. While there are some horrific and negative stories in the media about the sector at present, we are committed to providing high quality, safe services to our clients. While there is always some level of risk, we have and always will do everything in our power to ensure the safety of clients and employees.

Despite the impacts on our business from COVID-19 in 2019-20, Community Living Australia remains focused on delivering tailored services that create opportunities for our clients and their families/carers.

Yours sincerely,
Mark Kulinski
Chief Executive

Supporting people in innovative ways can lead to positive personal, organisational and community outcomes.



Top image: The Rock n' Blues Krew donating proceeds to the CFS.
Right: Rock n' Blues Krew at Rock the Coast.



CASE STUDY

Rock the Coast

In December 2019, revellers from far and wide descended on the Middleton Pioneer Hall to rock out to the tunes of live bands and DJ's in celebration of International Day of People with Disability.

Organised by Darcy, Sean, Nat and Rory, a group of local men living with disability who are part of the Rock n' Blues Krew, 'Rock the Coast' was an inclusive concert that aimed to bring young people together and give them

a way to engage with their community, socialise and break the barriers of social isolation.

People travelled from as far away as Mount Barker, Strathalbyn and Cape Jervis for the event, along with many locals from Hindmarsh Island through to Encounter Bay.

All profits were kindly donated to the Port Elliot Country Fire Service (CFS). 'Rock the Coast' is a great example of how supporting people to achieve their goals in innovative ways can lead to positive personal, organisational and community outcomes. The event gave Darcy, Sean, Nat and Rory an excellent opportunity to develop the skills required to organise and manage an event, as well as learning about responsibility, teamwork and communication.



Creating opportunities
for clients to live their
best possible life.

CLIENT SERVICES

In 2019-20, the Client Services team focused on further improving services, and working in trusted partnership with our clients to create opportunities that help them achieve their goals. We continue to provide tailored and individualised services that are designed to meet our client's needs.

As a priority, we have been supporting our clients with the continuing transition and adjustment to the NDIS, and have continued to be required NDIS changes into our service provisions. In the past year, we have come a long way in helping clients and their families to understand the NDIS system better, and we will continue this support in the coming years.

Service offering

Our service offering has been continuously evolving throughout 2019-20 to ensure we are well-positioned to build capacity, foster resilience, increase community engagement and provide more independence for the children and adults we support.

Throughout 2019-20, the Client Services team have delivered the following services:

- + Supported Independent Living
- + Respite and Short Term Accommodation
- + Day Options
- + Group Activities
- + In-home Support
- + Community Access Support
- + Recreation
- + Transition to Independent Living.



We are actively developing further strategies to support people to achieve their goals, learn new skills and increase their independence, as evidenced by the launch of our new Independent Living Skills program which helps clients to develop skills.

Example of monthly program themes



Cooking



Gardening



Cleaning



Budgeting



Shopping

As well as the Independent Living Skills program, the Client Services team have supported our clients to develop a diverse range of valuable skills throughout 2019-20, including:

- + Connecting with their local community
- + Social skills
- + Independence skills
- + Healthy lifestyles – such as exercise and eating
- + Using public transport
- + Voluntary work
- + Improving mental health.

CLIENT SERVICES

CONTINUED



COVID-19 service impact

The COVID-19 pandemic had an immediate impact on Community Living Australia's service provision. Our focus on keeping our clients, employees and communities safe resulted in the decision, in line with Government recommendations, to move to the provision of essential services only. This decision saw the temporary postponement of respite care, day options and recreation-based programs in the first few months of the pandemic.

Following positive community management and an observed reduction in risk, postponed services were systematically reviewed, adapted to meet Government guidelines where necessary, and reopened. While we understand this approach may have been an inconvenience and quite frustrating for some clients and their carers/families, the health and safety of all stakeholders was, and remains, our key focus.

Core Teams implementation

In order to limit the number of contact points clients were exposed to, the Client Services team developed a 'Core Teams' COVID-19 strategy.

The strategy was designed to assemble a 'Core Team' of support staff to work with a specific individual, thereby limiting cross-contact between employees and clients, minimising the potential spread of COVID-19.

We have seen some positive outcomes from having a smaller designated team working with a client may have increased the quality of the supports provided. We will be conducting a review to gain feedback, and based on these findings, will make adjustments to our service delivery as required moving forward.

“I have worked with Community Living Australia for almost two years now. I am loving working with the company, and my team leaders and regional manager are the best. The clients I work for have been great, and I hope to be working with everyone for a lot longer. Thank you, Community Living Australia, for giving me the opportunity to work with you all - it truly is a dream job that lets me give something back, and it is something I have wanted to do for a long time.”

Vicki Fletcher – Support Worker

2019-20 key highlights, successes and achievements

Community Living Australia’s commitment to creating opportunities for our clients to engage meaningfully in their communities has been demonstrated by a wide range of events and initiatives that were conducted throughout the year, including:

- ✓ The attendance of over almost 40 athletes from the Adelaide Hills and Murraylands at the Tri State Games, an annual athletics tournament for people with disability, with many of our athletes achieving personal bests
- ✓ Expansion to all regions of our breakfast bar program, where clients make muesli bars and provide them to people in need in their community
- ✓ More than 60 artists being featured as exhibitors in ‘Myriad’ – Community Living Australia’s annual art exhibition for people with disability
- ✓ Participating in regional Christmas Pageants, with clients having the added responsibility of marshalling duties at the Strathalbyn pageant
- ✓ The development and implementation of the ‘Be Strong, Stay Safe’ program to help clients develop the skills and awareness needed to protect themselves from all forms of abuse
- ✓ Recognising and rewarding our client’s efforts and achievements through Community Living Australia’s Reward and Recognition program, with the award ceremony held at Government House
- ✓ Participating in a cooking class where clients learned how to make Anzac biscuits with Mount Barker District Council Mayor Ann Fergusson
- ✓ A group of clients organising and attending the ‘Rock the Coast’ concert at the Middleton Pioneer Hall in celebration of International Day of People with Disability
- ✓ Katrine Hildyard MP visiting Southern Metro Day Options to meet clients
- ✓ The expansion of our Mount Barker Day Options venue to allow for future growth
- ✓ The relocation of our Southern Metro Day Options service into a more modern facility to facilitate better community engagement.

2020-21 key focuses

In the coming year, Community Living Australia's Client Services team will focus on:

- + Further strengthening our business continuity planning to ensure we remain able to meet client service needs while protecting everyone's safety thanks to lessons learned through exercising our continuity plans for the recent bushfires and COVID-19 pandemic
- + Increasing consultation activities with our clients and their families to ensure we are working in partnership and gaining valuable feedback on our services
- + Continuing to innovate in the development of new service options and uncover any unmet needs or new possibilities

for our clients, such as our recently refreshed Social, Learning and Recreation program in the Southern Metro area, and an innovative virtual program, called "Engage", currently in development in the South East to meet client needs. In this program, clients can participate remotely in a variety of group activities (e.g. craft, exercise, music), using online tools such as Zoom and Teams. This is enabling clients across different regions to socialise with each other, and to pursue activities otherwise not available to them, either due to location, or Covid-19 restrictions



Above: His Excellency the Honourable Hieu Van Le AC, Governor of South Australia (left), Mark Kulinski Chief Executive of Community Living Australia (right).

Right: Kurna Senior Michael O'Brien providing Welcome to Country at Myriad.

Top right: Malcolm proudly showing off his award gained at the Rewards and Recognition Event.

Far right: Malcolm hard at work mowing a lawn.



“success is no accident, it is hard work, perseverance, learning, studying, sacrifice and most of all, love of what you are doing”

CASE STUDY

Malcolm – Hard work reaps great rewards

In the words of the legendary Pelé, widely regarded as one of the greatest footballers of all time, “success is no accident, it is hard work, perseverance, learning, studying, sacrifice and most of all, love of what you are doing”.

This statement could not be more reflective of Malcolm from Victor Harbor, who, with some guidance and support from our dedicated team, has created his own successful gardening business.

Malcolm has not been afraid of the hard work required to realise his passion and dream of owning and operating his own business, having grown his customer base to service over 25 regular clients. This growth has been achieved by providing great service, as well as through a bit of ‘hustle’, with Malcolm hand-delivering over 2500 flyers to local people and businesses to promote his service offering.

The local team worked closely with Malcolm to help identify his life goals, and have been innovative in helping him achieve his dream.

Congratulations, Malcolm – we look forward to

seeing you continue to grow your business in the future!



BUSINESS SERVICES



In 2019-20, the Business Services team continue to play a pivotal role in supporting client outcomes and opportunities, delivering business support services and infrastructure to our regional teams in the areas of:

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

Significant projects to improve facilities in a number of our regions were undertaken throughout the year.

South East office

In October 2019, we established a new office site in the South East at Shop D/3 Compton Street, Mount Gambier, that provides greater visibility in the local community and better meets the operational needs of our local team.

“The whole team are absolutely excellent. Our son Oly is so happy after fighting severe anxiety for the last six years; they have opened up his whole world again with their superb professionalism. Oly loves it here.

We are so lucky.”

Sally – Family Member

Southern Metro office upgrade

In Quarter 4 of 2019-20, we undertook a refurbishment of our Southern Metro regional office to incorporate a space for our Day Options service that moved into the site, providing a better environment for clients to learn new skills and engage in their community.

Mount Barker facility

Also in Quarter 4 of 2019-20, our client service facilities at the Stephen Street site in Mount Barker were expanded to provide an opportunity for growth in day services and new program options in the evenings and on weekends to meet growing demand in the region.

Goolwa kitchen upgrade

In June and July of 2020, we upgraded the kitchen at our Goolwa day options site to provide modernised and better functional facilities for clients to learn culinary skills and enjoy each other’s company.

People and Culture

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

In 2019-20, our team focused on scoping a new human resource information system to suit our future organisational needs, continuing to convert our casual workforce to permanency for greater job security, and rapidly adjusting our workforce structure in response to the COVID-19 pandemic to ensure we could continue to provide quality services safely.

Human Resource Information System (HRIS): scoping phase

The People and Culture team have been working to develop a scope and recommendations for our new Human Resource Information System. This system will provide enhanced management capabilities to facilitate improved employee support and communication, helping to create an environment where employees are supported to thrive and where we can ensure the highest possible quality of services are provided to our clients.



Casual conversion

In 2019-20, we continued our focus on casual conversion, which has seen permanent employee numbers now surpass the number of casuals working for our organisation. This approach improves job and income security for our employees, reflects the desire of Community Living Australia to support our employee's personal goals and objectives and ensures consistency in service provision to our clients through greater workforce stability.

COVID 19 - Core Teams

The global COVID-19 pandemic had an immediate and significant impact on Community Living Australia's operations. The People and Culture team worked closely with our stakeholders to undertake a rapid workforce review and develop a COVID-19 Workforce Strategy in line with Government guidelines to ensure we could continue to provide essential services in the safest way possible to our clients.

Given the vulnerability of many clients with underlying health issues, Community Living Australia's Workforce Strategy acted to create 'core' and 'on-call' teams and to limit services to those deemed essential services only, minimising contact risks to both employees and clients. Day options, as well as non-essential in-home, community participation, recreation and respite services were temporarily suspended.

Staff training, needs analysis and testing

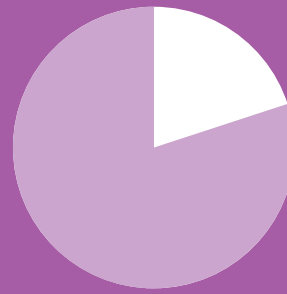
Throughout 2019-20, the People and Culture team facilitated a range of employee training activities and programs.

"I love working for Community Living Australia because there is something new to learn every day, and I feel immense happiness doing my job."

Bonnie Wilson – Team Leader

42.2

AVERAGE AGE



121 (22.24%)
MALE
423 (77.76%)
FEMALE

326

PERMANENT STAFF

218

CASUAL STAFF

Leadership training

Leadership Training was conducted monthly by leadership and training consultant 'Building Better People'. The purpose of this training is to develop the capabilities of our organisational leaders to create a culture that facilitates optimal service provision. The topics covered in this training included:

The topics covered in this training included:

- + Leadership and Management
- + Self-Management
- + Handling Difficult Conversations
- + Delegation and Emotional Intelligence
- + Managing Conflict
- + Managing Change
- + Building Effective Teams
- + Coaching Skills and Influencing For Leaders.

NDIS Worker Module: 'Quality, Safety & You'

All Community Living Australia employees completed the NDIS Worker Module 'Quality, Safety & You' during 2019-20. The module has been added to our employee induction system, 'iinduct', to ensure all new employees are trained in line with our organisational quality and safety requirements under the NDIS.

Training Needs Analysis (TNA)

In 2019-20, the People and Culture team reviewed our 2017 TNA and undertook a new TNA to gather the information required to identify skill gaps within our workforce. The analysis will help to determine what staff training is required to ensure we are always utilising best-practice methods in service delivery.

Psychometric testing

The Department of Child Protection requires that psychometric testing be conducted on all employees working in centre-based children's respite services. Due to this, throughout 2019-20, 14 of our Murray Bridge Support Workers and one Team Leader who work in this service area were tested, achieving a 100% pass rate. Psychometric testing helps us to ensure we hire only suitable employees for this service, resulting in greater client safety.

Culture Action Plan

The People and Culture team have been working on the development and implementation of a Culture Action Plan, which will reinforce our cultural values and help us to create and maintain an organisational culture that supports and empowers our employees while ensuring we remain a provider of choice through the provision of high-quality services to our clients. The action plan is a vital piece of work for Community Living Australia, as the sector is currently experiencing significant staff shortages, and we want to position ourselves as an employer of choice.



2019-20 key highlights, successes and achievements

The Business Services team's key highlights, successes and achievements in 2019-20 have included:

- + The launch of the CLA app in June 2019, which extends our ICT support services to all support workers in the field, enabling them to access relevant information quickly and easily online
- + The development of an office unification strategy that relocates all office-based staff from Strathalbyn, Mount Barker and Totness into one new location in Mount Barker to provide increased flexibility, efficiency and greater opportunities for collaboration
- + The implementation of a new expense payment system to decentralise and streamline expense payment processes and increase operational efficiencies
- + Further automation of our processes using Nintex workflow technology, which enables the creation of online documents and forms to allow for more effective data collection
- + Improved utilisation of our vehicle fleet by exploring opportunities to share resources between our services and programs
- + The addition of two new commuter vans to our fleet to better meet our organisational and client needs
- + The investment of equity assets in line with Community Living Australia's long-term investment strategy which helps to ensure the organisation's long-term viability and prosperity
- + Successfully applying for and receiving JobKeeper support during the COVID-19 Pandemic enabling the organisation to maintain and support its workforce by implementing a generous and effective workforce retention strategy during this period
- + The successful relocation of over 80 employees to working from home as part of our COVID-19 response strategy. Enabling staff to maintain employment and the organisation to maintain its services and operations.

544

**COMMUNITY LIVING
AUSTRALIA EMPLOYEES**

447 support workers, located in:

29	Metro Adelaide
10	Kangaroo Island
43	Riverland
65	South East
165	Adelaide Hills/Fleurieu
135	Murraylands
23	Team leaders
74	Other (office-based).

Community Living Australia employee statistics as at 30 June 2020

2020-21 key focuses

In the coming year, Community Living Australia's Business Services team will focus on:

- + The relocation of our Renmark regional office and day options venue to provide a more suitable and visible space in the community – estimated to be completed in the first quarter of 2020-21
- + Completion of our new centralised office premises at Victoria Crescent, Mount Barker, which will create increased efficiencies and collaboration opportunities between business units – estimated to be completed in late 2020
- + Rebuilding our SharePoint Intranet environment to ensure it continues to meet evolving organisational and team requirements
- + Upgrading our scheduling, rostering and billing software in third quarter of 2020-21 to ensure we can continue to improve the quality of our responsive service delivery.
- + The reintegration of central services staff to the office environment as part of our COVID-19 recovery plan
- + Finalising recommendations for the new Human Resource Information System and its implementation
- + Implementing a new staff training schedule based on the skill and training gaps identified in the 2019-20 Training Needs Analysis
- + Further developing the Culture Action Plan to include:
 - > An Employee Value Proposition for new and existing employees to help us attract high quality, values-aligned employees
 - > An Employee Retention Strategy to help us retain high quality, values-aligned employees
- + Adjusting the Workforce Plan as necessary to help manage and forecast changing workforce needs and ensure strategic outcomes can be delivered.
- + Consultation, development and implementation of a workforce strategy that meets client needs and ensure the safety and wellbeing of clients and employees
- + Implementing a Future Leaders Program to develop our next generation of leaders, broaden leadership buy-in throughout the organisation, and bring a greater diversity of opinions into the leadership group, which will lead to increased strength in decision-making processes.

BUSINESSES DEVELOPMENT AND MARKETING

The Business Development and Marketing team implemented a range of projects and initiatives in 2019-20.

Helping people to live independently in their local community

Community Living Australia supports people across South Australia to live independently in the local community of their choosing through our Supported Independent Living (SIL) services. With the advent of the NDIS, the process to help people with disability find and move out of home with appropriate supports has changed. People with disability are required to apply for eligibility to acquire SIL funding in their NDIS plans and need to demonstrate the need to live independently is reasonable and necessary.

Community Living Australia continued to help people obtain eligibility for SIL support, and additionally to locate a home in the area they want to live in, connect them with housemates where required, and help them plan and receive the necessary supports to live life their way. Community Living Australia continues to experience an increase in demand for this service and will continue to provide the supports required to enable people to increase their independence and live their lives on their terms.

Connecting people to their communities

The team facilitated many activities to help clients connect with their communities throughout 2019-20, including:

Myriad

Community Living Australia is a proud curator of the largest art exhibition for artists with disability in South Australia. Called 'Myriad' (with the word defined as 'countless or extremely great in number') — the exhibition is a collaborative exhibition showcasing a myriad of artists, abilities, artworks and stories of people with disability from across our South Australian community. Held during SALA Festival, 'Myriad' provides an opportunity for artists to tell their personal stories and be celebrated for their artistic abilities.

In 2019, over 60 artists with disability displayed more than 150 artworks, and over 200 people attended the official opening event.

Myriad is a reflection on Community Living Australia's ongoing commitment to creating an Australia where our clients and all people living with disability have valued roles in the community, as well as the opportunity to achieve their goals and realise their dreams.

Christmas Pageants

Christmas is a time of year that many clients Community Living Australia supports look forward to. Our organisation plays an important role in the coordination of the Strathalbyn Christmas Pageant, one of the most attended community events in regional South Australia, and we also take pride in being part of the Murray Bridge, Riverland and South East pageants.



Our clients play important roles in the Strathalbyn pageant, being supported to marshal the event, which helps them to give back, feel valued and connected with their local community.

World Kindness Day - 13 November

There is no better feeling than knowing you have made someone's day, and at Community Living Australia, we took it upon ourselves to spread some kindness on World Kindness Day in November.

Right across South Australia, our clients undertook random acts of kindness, from buying someone a coffee to sharing flowers and kindness notes with people in their local communities. With the help of the wonderful Jane Reilly and the team at radio station FiveAA, we were also able to spread kindness and cheer throughout the Adelaide CBD during the morning.

Best of SA

Community Living Australia was featured in FiveAA's 'Best of SA' campaign, which honours local organisations who are making meaningful contributions to the South Australian community.

Being provided with a platform to showcase the great work we do to support people in achieving their goals was a rewarding and wonderful opportunity to reflect and give thanks to the people who entrust us with their support on a daily basis.

NDIS updates

Connecting and informing people on how they can effectively access all the supports possible that can help them to live their life on their terms is an important role for Community Living Australia. In 2019-20, we undertook a number of initiatives to increase people's understanding of the NDIS, including:

- + Increasing our online Facebook community and sharing important information and NDIS updates as they come to hand
- + Undertaking monthly radio interviews across a number of radio stations, including an interactive phone-in session on FiveAA to help people get the most out of the NDIS
- + Participating in disability expos across South Australia.

2020-21 key focuses

In the coming year, Community Living Australia's Marketing & Business Development team will focus on:

- + Facilitating more understanding of the Disability Royal Commission and supporting people's involvement
- + Ensuring our communication strategies and channels support greater accessibility
- + Investigate and develop new services and supports that increase people's independence and quality of life
- + Develop a range of people with disability led videos to engage and educate people on pandemic safety
- + Enhance our data analytics capabilities to help support decision-making
- + Continue to provide opportunities for people with disability to connect with their local communities and be viewed as valued members.

CASE STUDY

Warren

Persevering, volunteering and finding passion.

Warren's life goal has been to get back into his love of mechanics.

Warren had always wanted to be a mechanic prior to acquiring a brain injury in a car accident at the age of 18. Warren loves to build things, repair things and is generally skilled using his hands; unfortunately, he had never been able to fulfil this passion. That is, until recently.

After many challenges, this year, Warren and his support team secured the opportunity for him to assist with vehicle rebuilds at the local workshop in Kingston in a volunteer role.

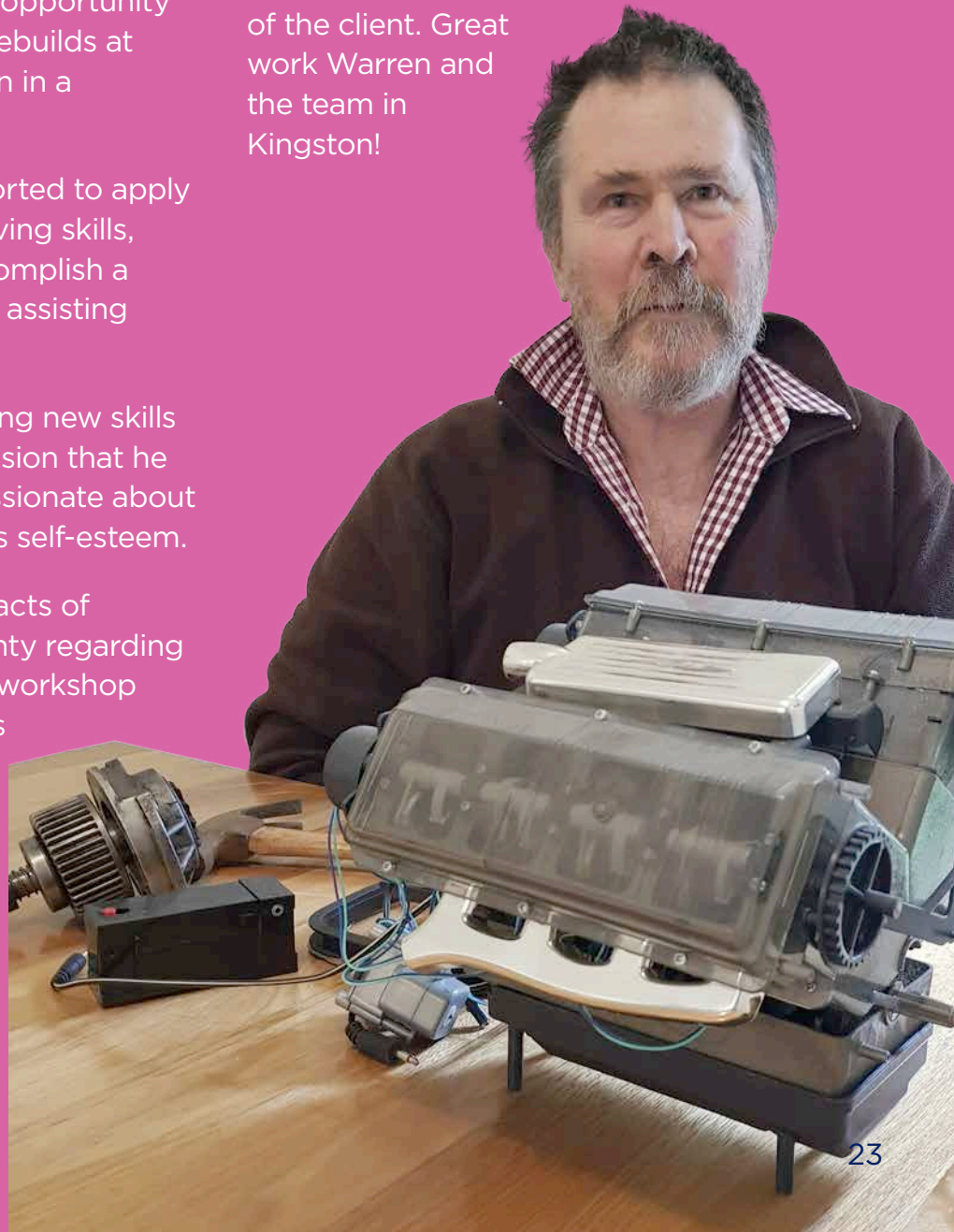
Warren, in the role, was supported to apply his technical and problem-solving skills, using a variety of tools to accomplish a range of tasks which included assisting in the removal of motors.

Warren was thriving, developing new skills and being involved in a profession that he found interesting and was passionate about had a significant impact on his self-esteem.

Unfortunately, due to the impacts of COVID-19, there was uncertainty regarding whether or not the mechanic workshop would reopen. Not being ones to rest on their laurels, Warren and the local team discovered a local 'shipwright' (a man who built wooden boats and ships) living within the Kingston community who was assisting the Millicent Museum in restoring various artefacts - such as horse-drawn carts.

Warren was very interested and excited by this, and with the possibility of the mechanics not reopening, Warren and the team approached the shipwright to see if Warren could be of assistance. Warren is now being supported to work in the workshop, helping with the restoration projects and broadening his skill and knowledge base.

Warrens story is a powerful reminder of the positive that can be achieved when we work in partnership with the local community, and when support is tailored and directed towards meeting the goals of the client. Great work Warren and the team in Kingston!



STRATEGIC PLAN

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 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.

Healthy relationships are a core component of a happy and fulfilled life

CASE STUDY

Ken and Amanda

Love, a wedding and life goals achieved

Ken and Amanda – a wonderful couple living in Murray Bridge – were planning a mid-2020 wedding. Unfortunately, due to COVID-19 restrictions, they had to postpone their plans.

However, Ken and Amanda didn't let this minor setback get in the way of progress or achieving their goals of living together. With the support of their team, Amanda completed the big move in May, and life has started off well together.

The happy couple are over the moon, and are excited to be finally living under the same roof!

Healthy relationships are a core component of a happy and fulfilled life, including relationships with friends, family and romantic partners. Our Murraylands team felt very privileged to be able to support Ken and Amanda in achieving their life and relationship goals.

Congratulations, Ken and Amanda – we wish you all the best for the future, and hope your rescheduled wedding day creates beautiful memories you will cherish for the rest of your lives.



PRIORITY AREAS

1

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.

2

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.

3

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.

4

Our Community



Goals

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

“I have enjoyed open and honest communication and excellent assistance with the preparation for Steven’s impending transition to Community Living Australia.”

Rosemary – Family Member

NDIS

In 2019-20, Community Living Australia continued to support our clients and their families in maximising the benefits of the NDIS through our comprehensive range of services and supports.

The NDIS continues to prove challenging to navigate for some clients and families, so we are providing additional support where needed to help those struggling to access and make the most out of the system. Our positive relationship with the National Disability Insurance Agency (NDIA) allows us to work closely with them and in a range of ways to help people optimise the benefits they receive from the NDIS.

Community Living Australia’s services under the NDIS are a vital part of helping clients to:

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

As the NDIS continues to evolve, we remain committed to helping people understand the ongoing impact changes have to their personal situation.

NDIS review

In 2019-20, a review of the NDIS was undertaken by an independent expert, Mr David Tune AO PSM, to see how the experience could be improved for NDIS participants. The review found:

- + Transition to the NDIS was confusing and frustrating, with some people saying they ‘missed’ the supports offered under previous State and Territory systems; in particular, active case management



- + People are frustrated about delays and a lack of transparency around how the NDIA make decisions
- + People want to receive more support in becoming informed and effective consumers of the NDIS
- + Many people feel the NDIS is too complicated and difficult to navigate, and are not recognised as experts in their own disability
- + People feel NDIA staff do not understand disability or appreciate the challenges people living with disability face.

We continue to work directly with the NDIA to advocate for our clients, as well as providing feedback on our experiences and making suggestions for improvements.

2020-21 key focuses

As we enter 2020-21, we will continue to work side-by-side with our clients to help them get the most out of the NDIS, achieve their goals and live their best lives. Additionally, there has been significant changes to the Supported Independent Living (supported accommodation) process. At the time of this report, the new process has resulted in more complexity and increased risks for organisations and clients. Community Living Australia is actively working with the sector to minimise the negative impacts to people with disability.

The Quality, Safeguarding and Compliance 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.

In 2019-20, the focus of the team was on process improvement, increasing operational effectiveness, reducing risk and conducting staff training to ensure continuous improvement throughout the organisation.

Internal auditing

To improve our processes and increase engagement between organisational teams, the Quality team committed a dedicated employee resource to conduct internal auditing. The audit process has reinforced the importance of ongoing reviews to ensure we meet our legislative obligations and continuous improvement requirements, and that we remain able to provide optimal benefits to our clients.

Workflows and process improvement

The Quality team worked closely with other organisational teams to develop workflows and processes that create increased efficiencies and ensure that access to information is more timely, targeted and relevant.

Intranet improvements

In collaboration with the ICT team, the functionality of the internal staff intranet has been improved through the development of a purpose-built platform and application. The platform enables support staff to easily access policies, procedures, work instructions and internal communications to help increase operational effectiveness.

QUALITY, SAFEGUARDING AND COMPLIANCE





South Australian Council of Social Service (SACOSS)

SACOSS engaged with Community Living Australia as an industry leader to interview our team as part of a good practice case study highlighting our work in continuing safe service delivery for our clients, their families and our employees who were directly involved in the major summer bushfires.

Risk assessment training

Risk assessment training was delivered across the entire Client Services team in order to help ensure that risk in service delivery is minimised and that clients, employees and the community are kept as safe as possible.

Quality newsletter

This year, a regular monthly quality newsletter was launched to communicate best practice and improvement initiatives to staff across the entire organisation. Feedback from staff has been positive, citing its effectiveness at keeping them informed and up-to-date.

Bushfire and pandemic contingency action plans

In response to recent events, and with the safety of all stakeholders remaining our greatest priority, a significant body of work was conducted by our WHS and COVID-19 Response teams to develop bushfire and pandemic contingency and organisational action plans. These plans were developed to ensure the safety of our clients in maintaining essential service delivery, safeguarding the wellbeing of our more vulnerable clients and their families, as well as the safety of employees who were identified as being at increased risk of serious illness.

This vital work will continue in collaboration with our Client Services, COVID-19 Response and Business Services teams to ensure the ongoing safety of all stakeholders.




2020-21 key focuses

Customer Relationship Management (CRM) review

In 2019-20, an extensive CRM review was conducted by the Quality team to ensure our data collection parameters were appropriate for ensuring accurate and relevant data is being captured in our CRM. Ensuring data is accurate and relevant will help to inform and assist with future organisational strategies and initiatives. Although the review found that data collection was accurate and relevant, improvement opportunities were found and are being implemented for further enhancements moving forward.

In the coming year, Community Living Australia's Quality, Safeguarding and Compliance team will focus on:

- + Facilitating collaboration between the Quality and Client Services teams to ensure a holistic approach to client health care is undertaken. This will be done by developing a clinical governance framework and education program for our clients and families that create awareness of different types of health care initiatives, such as Podiatry Week, Dental Week and Breast Cancer awareness month. These initiatives will act as timely reminders for support staff to have discussions with our clients and families to ensure that our client's health needs continue to be met as a priority
- + Streamlining our medication policy and processes to ensure the health and safety of clients is protected, and that employees are supported to provide quality support as easily as possible



“My daughter has been attending the Southern Metro Day Options for many years now. The staff and management have always been helpful, very willing to listen to what we have to say, and have put strategies in place that we can do both at home and at the venue to ensure we are all on the same page.”

Liz – Family Member

- + Improving our feedback processes and analysis to inform service development and improvement
- + Improving the functionality of electronic incident reporting processes to feed into continuous improvement plans
- + Facilitating a collaboration between the Quality and Marketing teams to review and improve on how we communicate with our clients, ensuring we do this in the way they need and want, which may include new communication devices, easy-read materials, listen and communication applications, as well as multilingual options
- + Taking the opportunity during the Quality & Safeguarding Surveillance Audit, due to take place in late 2020, to engage with clients, families and employees to ensure transparency and to demonstrate our commitment to ensuring service delivery is reflective, both in design and delivery, of high quality, is innovative and safe and links in with client choice and control
- + Conducting a further review of our processes, policies, procedures and contingency/business-as-usual plans to streamline our processes for all users, and achieve a reduction in operational touch-points to allow the focus and energy of our employees to be spent on creating meaningful and relevant opportunities for our clients
- + Facilitating and supporting information gathering for the Disability Royal Commission to ensure we are timely, responsive, supportive and prepared
- + Adjusting our new client intake processes to create organisational efficiencies and an enhanced client on-boarding experience
- + Ongoing continuous improvement of our goal support strategies and outcomes tracking for client goal attainment and NDIS reporting purposes.

DISABILITY ROYAL COMMISSION

Royal Commissions have broad-ranging powers, independent of government, to hold public hearings, call witnesses, and compel evidence to investigate matters of great public importance. The outcome of Royal Commissions are recommendations that are provided to the government about what needs to be changed.

The Disability Royal Commission was established in April 2019 in response to community concerns about widespread reports of violence, neglect, abuse and exploitation of people with disability.

Operating under Terms of Reference, which define the issues to be investigated, the Disability Royal Commission are making their enquiries as per the Terms of Reference, into:

- + Preventing and better-protecting people with disability from experiencing violence, abuse, neglect and exploitation
- + Achieving best practice in reporting, investigating and responding to violence, abuse, neglect and exploitation of people with disability
- + Promoting a more inclusive society that supports people with disability to be independent and live free from violence, abuse, neglect and exploitation.

The focus and scope of the Disability Royal Commission includes investigating the experiences and conditions in all settings and contexts, including:

- + Schools
- + Workplaces
- + Jails
- + Hospitals
- + Family homes
- + Day programs
- + Group homes and boarding houses.

The Disability Royal Commission are making their inquiries using several different methods:

- + Research
- + Public hearings
- + Community and other forums
- + Submissions
- + Hearing the personal experiences of people with disability.

The final report to the Australian government is due by 29 April 2022, and will include recommendations on how to improve laws, policies, structures, and practices to ensure a more inclusive and just society for people with disability.

Community Living Australia wholeheartedly supports the Disability Royal Commission. People with disability, like everyone else in our community, have the right to live free of abuse, neglect or exploitation.

Community Living Australia has a zero-tolerance approach to violence against, and/or abuse, neglect or exploitation of, people with disability, both in its services and within the community. All Australians should have confidence in the quality and safety of the supports that are provided to people with disability.

FAST FACTS

By the end of June 2020, the Disability Royal Commission had received

1,111
SUBMISSIONS

4,409
PHONE ENQUIRIES

204
RESPONSES TO
ISSUES PAPER

Community Living Australia is committed to:

- + Continuing to put people with a disability at the core of everything we do, including our responses to the Disability Royal Commission
- + Being supportive of the aims of the Disability Royal Commission, and bringing about systemic change to better protect people with disability
- + Adopting an open and transparent approach to the Disability Royal Commission
- + Proactively supporting our team to ensure people with disability are able to remain engaged and informed about the work of the Disability Royal Commission, and to be supported to engage with the Disability Royal Commission if they wish to
- + Being accountable and taking responsibility for implementing changes, where needed
- + Advocating for greater access to the community for people with a disability, particularly people living in regional and rural Australia.

2019-2020 has been a busy year for the Disability Royal Commission. Despite COVID-19 interrupting some of their planned public and community activities, there has been substantial activity, including:

Public Hearings:

- + Education and Learning, Townsville QLD
- + Homes and Living, Melbourne VIC
- + Health Care, Sydney NSW

Community Forums:

- + Hobart, TAS
- + Gawler, SA
- + Adelaide, SA
- + Townsville, QLD
- + Ipswich, QLD
- + Logan, QLD

Workshops:

- + Justice System
- + Disability Law
- + First Nations People
- + Disability Service Providers
- + Disability Advocates

Issues Papers:

- + Education and learning
- + Group homes
- + Health care for people with cognitive disability
- + Criminal justice system
- + Emergency planning and response
- + Rights and attitudes
- + Employment
- + Restrictive Practices



BOARD MEMBERSHIP



Bill Rowe
(Chairperson)



Jill Coombe
(Deputy Chair)



Rex Keily AM, JP



Kym Lynch, JP

PATRON

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



Roslyn McGowan



Edwina Stevenson



John Greenslade



Alicia Hopper

SUB COMMITTEES

Finance and Audit

Kym Lynch, JP
(Chair)
Bill Rowe
Jason Conroy
Beata Mitkas

Service Quality

Jill Coombe (Chair)
Roz McGowan
Jonty Whitehead
Alicia Hopper

Nominations

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

Business Development and Marketing

John Greenslade
(Chair)
Rex Keily AM, JP

Risk and Compliance

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

Jo Hill - appointed in July 2019.

Jo is a former professional basketballer who played for the Australian Women's National Basketball Team (the Opals) throughout the late 1990s and early 2000s. She has represented Australia at Olympic level, winning a silver medal, has won the Halls Medal (Best and Fairest) in the South Australian Women's Basketball competition, and is a life member of the WNBL thanks to her time playing for the Adelaide Lightning.

Jo is one of only eight players in history to have played over 300 games in the WNBL competition and has recently retired from the SANFL after undertaking the code switch and playing Aussie Rules Football for the Norwood Redlegs.



FINANCE HIGHLIGHTS

Growth Metrics

(increase from previous financial year)

—
SERVICE DELIVERY REVENUE

18%

Increase from the previous financial year.

—
OTHER REVENUE

295%

Increase from the previous financial year.

Significant increase aided by COVID-19 related Government Support.

Net Assets

—
19/20 \$'000

9,716

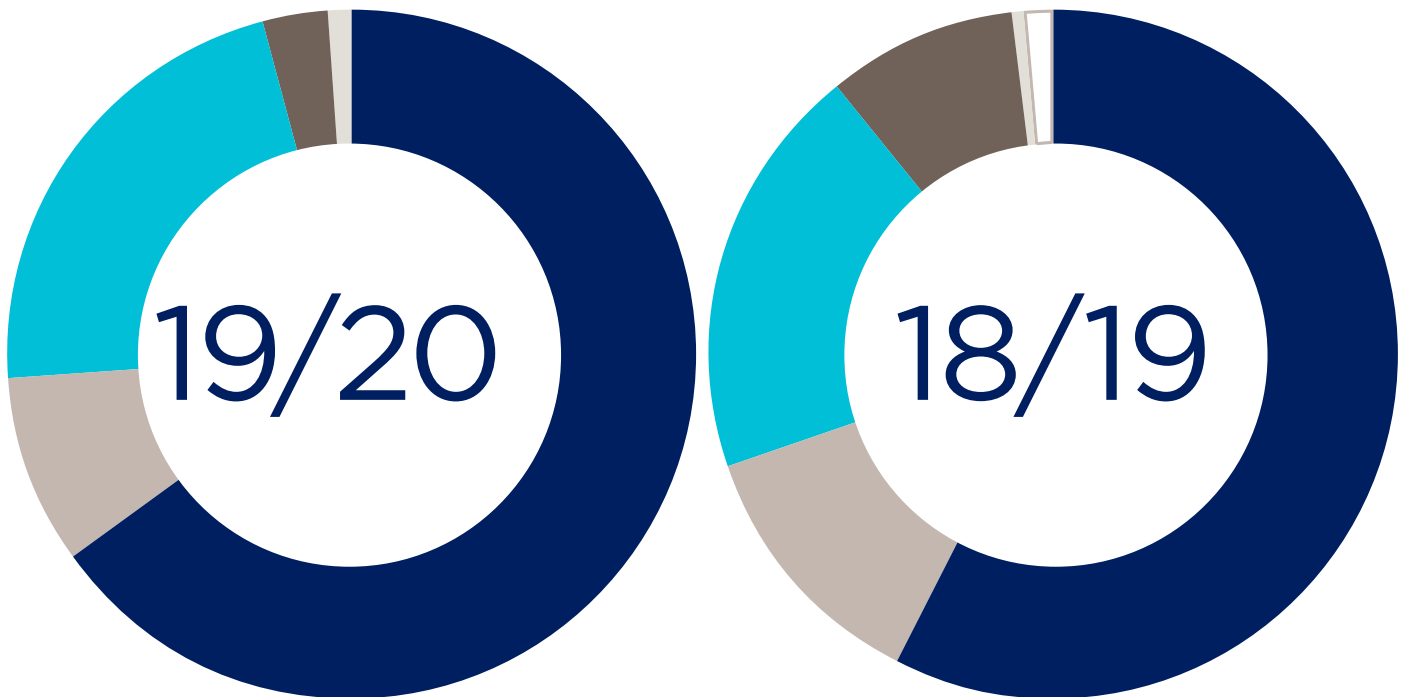
Net Surplus

—

10.4%

of revenue

Income by service type



	19/20	18/19
Accommodation	64.61%	57.62%
Day Services	8.82%	12.25%
Individual Support	21.75%	19.32%
Respite	3.75%	9.06%
Group Support	1.07%	0.58%
Transitional funding	0%	1.18%

CASE STUDY

Adam

Supported to live independently

Living independently, having our own space and being able to call the shots in our own lives is a desired goal for most of us. Almost every parent expects that their child will be able to move out of home and live independently at some stage.

This year, we were able to be part of supporting a long-term client of our Southern Metro Day Options service, Adam, to do just that.

Adam wanted to find a place to call his own, where he could feel safe, happy and supported to determine how he lives his life on his own terms. Adam's family helped Adam find a home he liked and wanted to move into it. We have had the privilege of being able to support Adam in transitioning to living happily, successfully and independently within it. Adam is being provided with 24/7 support to help him learn and improve his independent living skills, and to ensure he is able to engage meaningfully in his community.

We developed a team of support staff for Adam including support workers from our Day Options program he was familiar with, who he helped choose, as well as support workers we specifically recruited, with the assistance of his family, to suit his needs to ensure Adam would be comfortable and happy with his in-home support team.

This approach seems to have paid off, as Adam loves being in his new home, as well as exploring his neighbourhood, going to the shops, gardening and keeping his house ship-shape. Congratulations, Adam!

We have had the privilege of being able to support Adam in transitioning to living happily, successfully and independently.



COMMUNITY LIVING AUSTRALIA REWARDS AND RECOGNITION PROGRAM

During the year, we launched the Community Living Australia Rewards and Recognition Program which recognises the inspiring people, including staff, volunteers and clients in our communities.

Designed to recognise achievement, the Rewards and Recognition Program celebrates our clients reaching their goals and encourages our staff to strive for excellence in their service delivery.

The inaugural awards event was held at the Government House of South Australia and was hosted by Community Living Australia's Patron - His Excellency the Honourable Hieu Van Le AC, Governor of South Australia and his wife Mrs Le.

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.

Right: Mikayla smiling with Mrs Le at the Rewards and Recognition Event at Government House.

The award recipients were:

Chairman's Achievement Award

Murraylands: Adam Thomas
South East: Aamechai Bawden

Encouragement Award

Malcolm Costello

Community Participation Award

Jeffrey Hocking

Client Award

Mikayla Saltmarsh

Impact Award

Meagan Canny

Dedication Award

Sandy Norris

Volunteer Award

Sally Charlton

Community Award

Lisa Hutchison

The awards program reflects our commitment to achieving our mission.





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