

Working Together

A YEAR IN REVIEW

COMMUNITY
LIVING
AUSTRALIA

21/22





INTEGRITY

*We are open, honest
and embrace diversity*



AGILITY

*We see change
as opportunity*



WORKING TOGETHER

*We achieve more
by working together*



PASSION

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



WELLBEING

*We support positive,
personal health
and wellbeing*



OUR MISSION

OUR VALUES



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TOGETHER WE ACHIEVE

Working Together to Create

JILL COOMBE, CHAIRPERSON



The level of collaboration and achievement of our clients, teams and communities is a constant inspiration for me, and this past financial year is no exception.

At Community Living Australia, we are committed to working together to create an Australia where people with disability have valued roles in our communities, the opportunity to achieve their goals, and the ability to live fulfilled lives.

While the ongoing pandemic and changes in NDIS plans have created new barriers and challenges, we have been able to adjust our operations, reintroduce our services and programs, and continue working in partnership with our clients.


Building strong relationships with our local communities has been vital in ensuring our clients can have meaningful participation in community life. We have been fortunate to work with various groups, councils and businesses dedicated to creating the future communities we envision.



As a celebration of this, I was honoured to join our patron, Her Excellency Frances Adamson, the Governor of South Australia, at our first All Abilities Festival in Murray Bridge. A welcome celebration of community collaboration and bringing people together, with many of our clients seeing each other for the first time in months, some years! The overwhelming joy was contagious and a true testament to the importance of working together to create accessible spaces.

If this year has taught us anything, it's that we can't predict the future, but we can prepare for it. The Board and Executive Team have worked hard to build an enduring strategic plan, focussing on the longevity of our organisation. There are many exciting developments on the horizon — I encourage you to follow our social media channels to be the first to know.

I want to take this opportunity to thank the many people who have collaborated, shared and provided support over this past year. To our Chief Executive, Mark Kulinski and the Executive Team, Management team, Central Services teams and frontline staff, thank you for your continued dedication to upholding our guiding values daily. Thank you to our clients and families for working in partnership with us, and to my fellow Board and Committee members, thank you for ensuring we continue to operate as a trusted partner to our clients, families and the communities we serve.



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Working Together to Advocate

MARK KULINSKI, CHIEF EXECUTIVE



We know that we can achieve more by working together. From our highlights to our challenges, this year, we have shown that anything is possible when we work as one.

As a diverse organisation, I'm excited to see what's possible when we work together to break down barriers of distance, roles and circumstance. The development of our new intranet, OurSpace (page 18), is just one example of facilitating real-time knowledge sharing across all regions. The efficiencies stemming from the ongoing Systems Project (page 12) also highlight the strength of collaboration across multiple teams.

The All Abilities Festival (page 20) and World Kindness Day (page 16) demonstrate the importance of working together outside service delivery. Activities such as these foster collaborative and meaningful environments and break down barriers and stigma. We especially appreciate the work of local councils and suppliers to make communities more accessible, but there is still much to do.

Advocating for people living with disability is at the core of everything we do. So, this year, we have continued to support the Disability Royal Commission to improve the lives and welfare of our community. While the final report isn't expected until 2023, we have been learning from insights and taking the initiative to identify opportunities for continuous improvement as the Commission evolves.

"Advocating for people living with disability is at the core of everything we do."





The Royal Commission has also reinforced our commitment to working in partnership with our clients and, perhaps most importantly, listening to our clients. We have updated our reporting mechanisms to ensure it's easy to provide feedback, and that our responses are timely and productive. To reinforce this we have also established a Client Board to provide feedback, to our organisational Board. We appreciate all forms of feedback and if you want to share your thoughts, I invite you to complete our feedback form online at claust.com.au/feedback.

We have continued to work closely with our peak body, National Disability Services, to lobby our new state and federal governments to ensure the NDIS is delivered as promised. To better support our clients navigating NDIS changes, we have created a centralised Service Development team. I have been honoured to see the passion evident across all our teams in helping clients make the most of their plans.

In responding to the ongoing challenges of COVID-19, I've also been heartened to see people go above and beyond to combat staff shortages evident across the industry. Teams have banded together to cover shifts and support our clients, and for this, I thank you. I also want to commend everyone for their ongoing commitment to keeping our clients, families, teams and community safe.

I hope you enjoy our new 'year in review' videos throughout this report, and I look forward to seeing you all as the year progresses.

Working Together to Serve

CLIENT BOARD

We are committed to listening to our clients and providing different ways for voices to be heard.

While we have facilitated many consultation groups, it was clear we needed an ongoing, fixed way for clients to meet and report directly to our Executive team and Board.

The Client Board meets monthly as an independent body consisting of clients and an external Chair. The team discusses matters important to clients providing insights and feedback on our programs and services as well as wider and community matters. Thank you to all involved!



Nick Schumi
Chair



Daniel Crawford



James Harris
In loving memory



Julie Leith



Kristy Phillips



Lucinda Smibert



Rory Tyrrell



Sophie Pinkerton

Working Together to Serve

OUR PATRONS AND BOARD

BOARD MEMBERSHIP



Jill Coombe
Chair



Edwina Stevenson
Deputy Chair



Emily Cordell



Alicia Hopper



Kym Lynch



Beata Mitkas



Bill Rowe

PATRON



**Her Excellency
the Honourable
Frances
Adamson AC**

AMBASSADOR



Jo Hill

BOARD MEMBERSHIP

Roslyn McGowan
(resigned September 2021)

John Greenslade
(resigned September 2021)

Rex Keily AM JP
(resigned September 2021 and
made an Honorary Life Member)

Working Together to Support

OUR SERVICES

We provide a range of services in sites across South Australia. Together we will develop services that are personalised to you, meet your individual needs, and are flexible and suit your lifestyle. Whatever your goals, we can help you reach them.

INDIVIDUAL SUPPORT

Tailored services can be developed to suit your needs and goals, including; in-home support, development of independent living skills, support planning to move into your own home, recovery from injury, assistance to access community, social and recreational activities, learning to use information and technology as well as support for daily living and budgeting.

SOCIAL AND COMMUNITY ENGAGEMENT

With a focus on fun, participation and adventure, you can access various active learning opportunities integrated within your local community. These can include activities such as: cooking classes using local facilities, learning about healthy living and wellbeing, gardening, volunteering and learning work skills, camps and weekend recreation options and many more!

DAY OPTIONS AND GROUP ACTIVITIES

Located at our regional Community Living Australia sites, you can participate in our 12-week Day Options programs and group activities supporting you to grow and learn, build lasting friendships and, of course, have fun. Activities can include everything from craft, dance, woodwork and cooking sessions, all created to help you access your community.

LIVING OPTIONS

We offer services to help you live in your own home including Supported Independent Living (SIL) and Independent Living Options (ILO). With SIL you can receive 24/7 support in either shared accommodation or living alone. ILO support is designed with you where you choose who you want to live with, where, and the type of support you need.



Our Year in Numbers

AS AT 30 JUNE 2022

Community Living Australia employees

526

Staff average age

45.3

125

Staff with 6+ years of service

Male staff | 134

25%

Female staff | 392

75%

329

Permanent full-time/
part-time staff

197

Casual staff

OUR LOCATIONS



1 Fleurieu

2 Southern
Metropolitan

3 Kangaroo Island

4 Adelaide Hills

5 Renmark

6 Mt Gambier

7 Murray Bridge

Working Together to Improve

NICOLE SMITH, DIRECTOR PEOPLE AND CULTURE



Our organisational vision of, ‘Together we Achieve’ has certainly been realised over the past year. For the People and Culture team in particular, 21/22 has been filled with consultation and knowledge sharing to find improved ways to support each other.

With pandemic management and changes in NDIS and workforce, it can be easy to forget the importance our culture plays in how we support each other, and how our teams support our clients. In a nutshell, our culture is what makes everything else work.

For our team, culture has been our key focus. Utilising our strategic Culture Action Plan (CAP) we have worked together to ensure that everyone’s voice can be heard and that all developments are created in a collaborative, consultative manner.

The CAP is one of the largest projects in the team which aims to create and maintain an organisational culture that supports and empowers our employees, while also ensuring we remain a provider of choice providing high-quality client services.

As part of the CAP, a Wellbeing Project was identified as a priority. Our workforce was surveyed to gain insights and understand the kinds of workplace barriers people may face. Despite the challenges presented by COVID-19, as a whole, the organisation scored well with some opportunities for improvement within our regions and job roles.

“In a nutshell, our culture is what makes everything else work.”



WELLBEING

Our Team Leader role was also an identified priority after a review indicated that the role is no longer aligned with our needs. This project was treated with high priority given the central role our Team Leaders play in our regions as the apex of client support, Support Workers, the community and our back office teams.

Focus on our frontline regional teams has also been critical to ensure skilled workers are available to support our clients. A significant investment in training is key in achieving this and I'm proud to report close to 5,000 hours spent on training this year. We've also adapted our delivery methods to ensure everyone is able to access training with a mix of online and face-to-face delivery. This keeps teams across industry trends and helps improve services for clients with specific support needs, or diverse backgrounds.

As 2021-22 continued to present significant and intermittent operational challenges, we were committed to developing a Workforce Strategy ensuring we could provide services safely and ensure the rostering needs of our clients, families and workforce were met.

We also set up a COVID Response team comprising of key team members who were knowledgeable and able to respond and support all pandemic queries and concerns. Working in partnership with Work Health and Safety, Quality and Safeguarding and Rostering to keep everyone safe and supported.



Working Together to Innovate

KARIN BARRY, DIRECTOR BUSINESS SERVICES



At Community Living Australia, we value agility and see change as opportunity. While it's not been an easy year, I'm proud of the resilience displayed by our teams who have come together to find new solutions and innovate with the Systems Project, our new intranet Our Space, and to achieve a fantastic audit result.

The Systems Project is a comprehensive look at our organisation's ICT infrastructure with a goal to create an integrated experience with one entry point for information to ensure consistency and efficiency. This integration covers all aspects of our processes from onboarding new team members and clients, to how we look after everyone in their journey with us. We set up a dedicated team to drive the project. The Systems Project team consulted with all stakeholders and internal teams, tested, and are now delivering our new systems. The benefits and efficiencies are already starting to be realised and will soon flow onto our clients.

The benefits from our new intranet, Our Space, highlight another large project made possible by working together. As a geographically dispersed organisation, teams were finding it hard to be across updates and to connect.

"Our teams are committed to doing things right and working together to achieve our end goals."



Emails were no longer an effective method for sharing information, and our frontline workers were unable to receive real-time information in an accessible way that suited their needs.

After months of consultation, we worked with an external agency to develop a new, intuitive Our Space that's easy to use, renders well on phones for frontline workers, and is customisable to individual or team needs. This is now our starting point for information, helping everyone get what they need in real-time, stay connected, and learn from each other.

Our regions and back office also embraced Microsoft Teams over the past year to build connection points. It was adopted quickly by many as a way to share morning updates, have conversations, and jump into virtual meetings with remote teams which previously wasn't possible. To facilitate this connection, we established channels for each region and service team, along with education on how to best utilise the service with ongoing central management and support.

On top of these innovations, our team also achieved fantastic financial audit result and we continue to have a positive relationship with our auditors. Just another great example of how committed our teams are to do things right and working together to achieve our end goals.



Working Together to Achieve

TINA TILL, DIRECTOR CLIENT SERVICES



It's been a transformative year for Client Services, with the development of a new, central team to better support our clients and a focus on building community partnerships and programs.

SERVICE DEVELOPMENT TEAM

This year I was thrilled to establish the Service Development team providing a central intake area for all of our client enquiries. Working closely with clients has always been our priority and this new team is enabling us to provide more consistency. With a team dedicated to service development and delivery, we have the capacity to ask more questions and deliver services tailored to our clients needs and goals.

A focus area for the team since its inception has been to find easier and more streamlined ways to help people set up, maintain and make the best use of their NDIS plans. The team have been key in working with clients to navigate the NDIS system and help in collating appropriate information for plan reviews, and working alongside Support Coordinators and providers.

The team has developed a suite of new processes and documentation that will be at the heart of how we function as a provider and continue to support our clients. We're also building new systems that will help to streamline the experience to make it an easier journey.

"Helping clients achieve goals will always be at the heart of everything we do."



INTEGRITY



WATCH MORE HERE



WORKING WITH CLIENTS TO ACHIEVE

Helping clients achieve goals will always be at the heart of everything we do. In the past year, we have focussed on building stronger relationships with local communities to create greater opportunity. Transport logistics are often a barrier for clients in achieving goals, and so finding ways to facilitate travel has been an important factor.

The All Abilities Festival in Murray Bridge is an excellent example of how we can support clients beyond NDIS supports. Clients from all across the state were able to come together, meet up with friends they hadn't seen for long periods, and enjoy a full day of fun. Clients have also taken part in a variety of other activities such as camping trips, a fishing trip to the Yorke Peninsula, and travelling to Adelaide to see live music.

PARTNERSHIPS

Working with our local communities has been a vital factor. This year, we've focussed on strengthening relationships and building new connections with community groups and businesses. In doing this our clients can have broader choice and meaningful engagement with their communities.

We've also had the privilege of working with many local councils which has benefited our clients in a range of ways. These relationships give us the ability to collaborate on community events and advocate for better, more accessible facilities.

Working Together to Give

WORLD KINDNESS DAY

Last year Community Living Australia kicked off World Kindness Day with a week-long series of events, partnerships and giveaways to promote the importance of being kind to each other, yourself and the world.

Clients, Support Workers and office-based teams all worked together, hitting the streets with local radio and suppliers to spread the message of kindness across the state as part of a team of 'Kindness Campaigners'. Local businesses generously donated all giveaways, with the team giving out kind words to everyone they met.

Day one began with clients and team members handing out vouchers for free coffee, bringing smiles and joy to passersby and reminding locals of the valuable impact people with disability can have in the community.

On day two, our Kindness Campaigners brightened up people's day, handing out sunflowers and smiles and of course, a few selfies!

Day three took us into our communities, where the local community was given chocolates and conversation - everyone was keen to get involved and spread the message of kindness.

On days four and five, FIVEaa radio listeners were called upon to nominate people who they felt were great examples of kindness. Our Kindness Campaigners then went to meet Antra, nominated for her kindness in the workplace, for which she was gifted a giant food hamper.

On Friday, the team gave out another hamper to Faye for her volunteer work in the local community. She happily accepted sharing it with all her friends and family.

It was a whirlwind week spent engaging with our communities, and the positive outcomes were clear in all the faces involved.

"In a world where you can be anything, be kind."



**WORKING
TOGETHER**



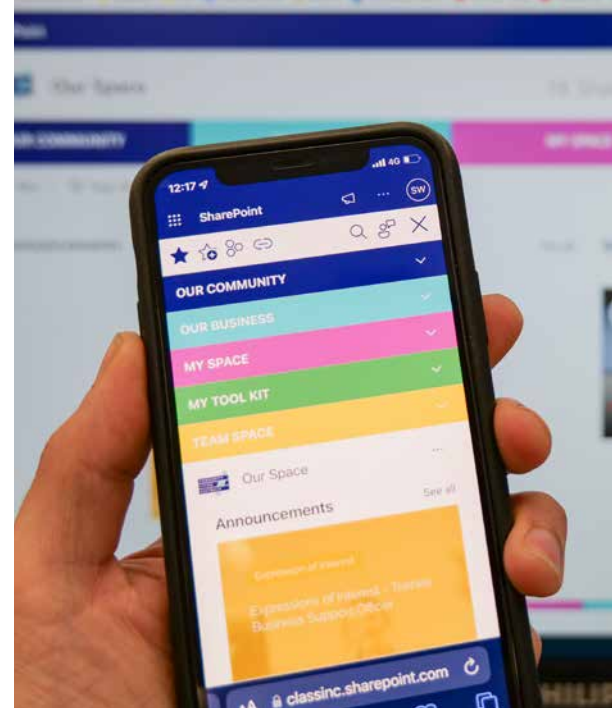
Working Together to Develop

KAZ WILKINSON, ICT COORDINATOR

The Our Space project is a testament to Community Living Australia's value of working together. Created through meaningful consultation and connection, and now enabling knowledge sharing and the ability to work together regardless of location.

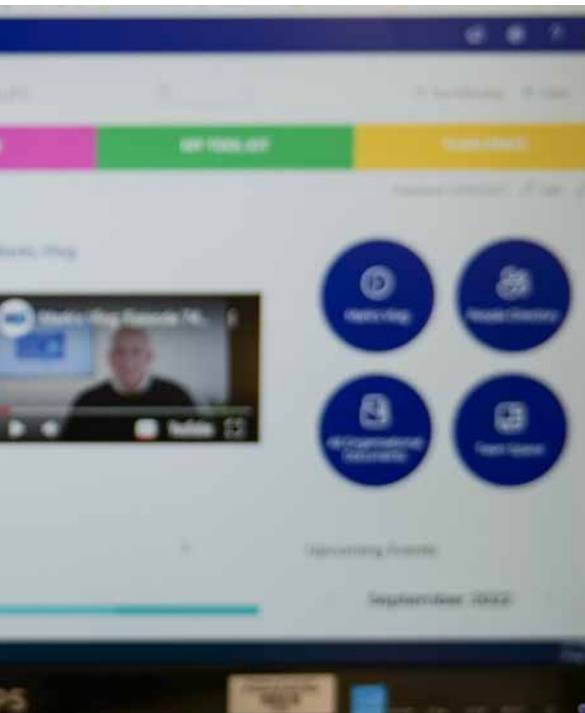
WHY WAS OUR SPACE CREATED?

Since merging to become Community Living Australia, our organisation has grown significantly and so has our need to share real-time information. Originally we used an intranet environment on SharePoint, but with the ever-increasing breadth of data, functions soon began to break, finding information became difficult, and permissions were unreliable. We could see that our cloud space was no longer aligned with our needs, and support staff didn't have access to our internal systems. It was clear that it was time to revisit our cloud solution and re-align it to our new team structure, processes and culture.



Since its launch, we've already made amendments to how our teams can access information, and we'll continue to take onboard feedback to ensure it's a tool we can all use to work together.





HOW WAS IT DEVELOPED?

Developing an intranet solution for the organisation took eight months to build and launch. This included workshops, planning sessions, building, testing, communications, training and collaboration across all sites and teams. The goal was to create a new space that solved the existing frustrations and included new features that could make it a one-stop shop for everyone.

It was also designed with our support staff in mind as they were previously unable to access updates and information. Based on feedback from our frontline staff, we realised it had to be user-friendly and manageable on a mobile device. In addition, it needed to provide one space where email, Teams, and online forms could all be easily accessed.

While it was challenging, with a shared vision and the support of an external supplier, we were able to create an environment that is: accessible to everyone in the organisation, user-friendly, informative with real-time updates, collaborative, customisable and owned by everyone.

WHERE TO FROM HERE?

We have now been using the Our Space intranet for 10 months, with people customising it to suit their individual and team needs. With guidance, we now have everyone functioning in the space with ease. As intended, Our Space will continually evolve to align with our organisational needs as they shift. Since its launch, we've already made amendments to how our teams can access information, and we'll continue to take onboard feedback to ensure it's a tool we can all use to work together.



Working Together to Enjoy

ALL ABILITIES FESTIVAL

Supported by the Rural City of Murray Bridge Council, the All Abilities Festival provided an inclusive space for more than 100 stakeholders to socialise, join in activities, and have fun.

Clients travelled from as far away as the Fleurieu, Adelaide and Kangaroo Island to dance, play walking soccer, ride modified bikes, and shoot hoops with guidance from our Ambassador Jo Hill. We were even visited by our new patron, Her Excellency Frances Adamson, the Governor of South Australia.

We look forward to next year!





Working Together to Deliver

FINANCIAL HIGHLIGHTS

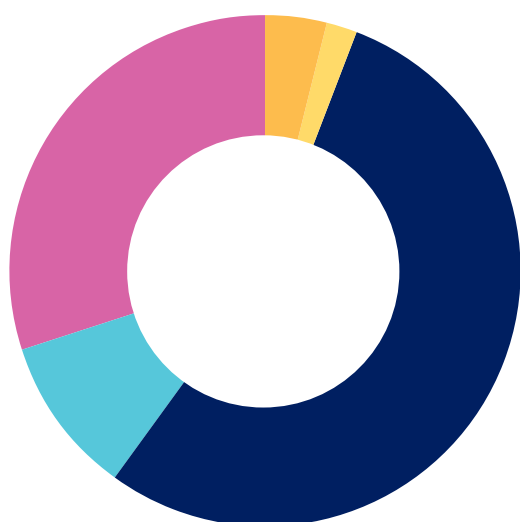
Challenges faced by Community Living Australia were mirrored throughout the industry. This has been a time for us to embrace change, find service opportunities and ways to maximise efficiencies to bring us back to surplus in the coming years. A goal we will no doubt achieve working together.

A deficit of \$0.5m and a 2% revenue reduction were recorded in 2022. Service continuity was impacted by COVID-19 along with changes to NDIS pricing models and reviews on client Plan allocations. Employee expenses increased by 9% and were impacted by the tight workforce market. Expenditure of \$0.8m went towards pandemic recovery initiatives and projects to improve core technologies to create efficiencies.

Net Assets have reduced by 7% and the investment portfolio assets were devalued by \$0.4m to reflect market conditions. The organisation will hold these assets long-term and no realised losses are expected on these investments.

OPERATING RESULT	2022 \$'M
Revenue	37.8
Other Income	0.7
Employee expenses	(35.9)
Depreciation and amortisation expenses	(0.9)
Other expenses	(2.2)
Surplus / (deficit) for the year	(0.5)
BALANCE SHEET	
Total assets	19.5
Total liabilities	(6.9)
Net Assets	12.6

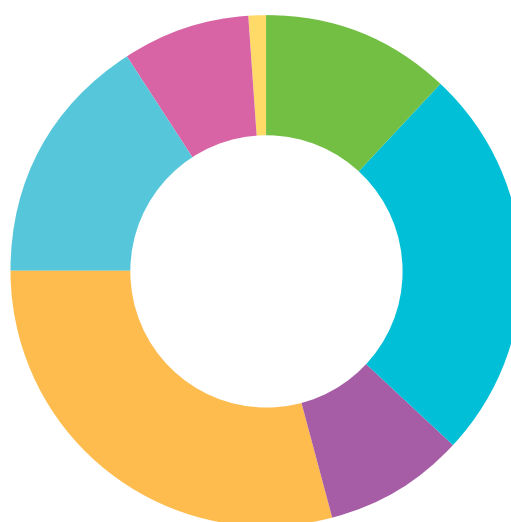
REVENUE DISTRIBUTION BY SERVICE TYPE



54%	Accommodation
10%	Day Services
30%	Individual Support
4%	Respite
2%	Group Support

There has been a decline in revenue from SIL services reflecting Plan review and a reduction in SIL participants. All other categories have increased on 2021 levels.

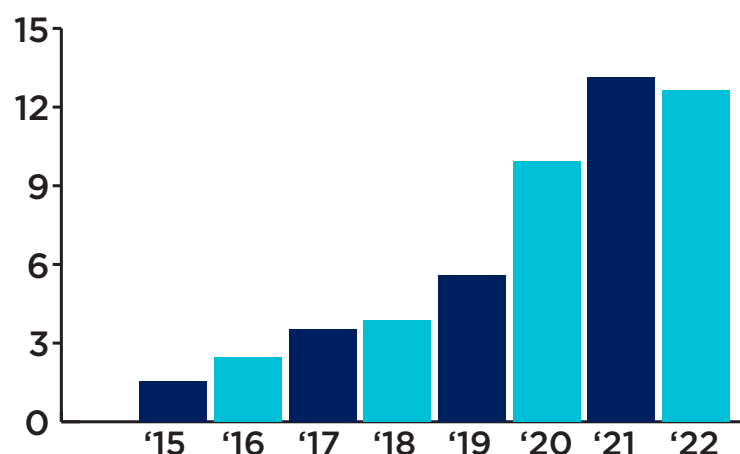
REVENUE DISTRIBUTION BY REGION



12%	Hills
25%	Fleurieu
9%	Riverland
29%	Murraylands
16%	South East
8%	Metro
1%	Kangaroo Island

The Murraylands and Fleurieu regions deliver over 50% of CLA services. Workforce continues to be a barrier in growing services across all regions. The organisation is committed to providing quality and consistent services within these constraints.

COMMUNITY LIVING AUSTRALIA RETAINED EARNINGS (\$'M)



Since establishment in 2015, the organisation has achieved annual retained earning growth of 38%. A strong foundation has been built for both current challenges and future opportunities.

Working Together to Celebrate

REWARD AND RECOGNITION PROGRAM

Our Reward and Recognition Program was set up to recognise the achievements, abilities and commitment of our team members, clients and volunteers. Unfortunately due to COVID restrictions we were unable to hold in-person award ceremonies. Congratulations to all the award winners!

TEAM AWARDS

Dedication Award

Awarded for a commitment to service and improving the lives of people with disability.

WINNER:
NICOLA
MELLING

Impact Award

Awarded for delivering significant improvements in our services and the lives of our clients.

WINNER:
JODIE
WIEBRECHT

Client Award

Awarded for providing exceptional services and going above and beyond to help others.

WINNER:
MELISSA
MADDOCKS

Volunteer Award

Awarded for demonstrating our values and commitment to having a positive impact.

WINNER:
JOANNE
HERMANN

CLIENT AWARDS

Encouragement Award

Awarded to clients who set goals and are motivated to keep striving toward them.

WINNER:
JESSICA

Education Achievement Award

Awarded for being committed to, and achieving, educational outcomes.

WINNER:
AIDEN BELL

Community Participation Award

Awarded for actively engaging in the community through valued roles.

WINNER:
NEVILLE FRANCIS

Chairman's Inclusion Award

Awarded to the Fleurieu ladies group **Jessica Dohnt, Kym Thorp and Rebecca Kinnaine.**

CHAIRPERSONS ACHIEVEMENT AWARD

RORY TYRRELL

*Awarded for
accomplishing individual
support plans and growth
outside of their plans.*



**COMMUNITY LIVING
AUSTRALIA**

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