



Australian
Inclusion
Group

ANNUAL REPORT : 2018



inclusionwa



inclusion
solutions

Staff 2017-2018

CEO

Paul Fleay

General Manager Inclusion WA

Richard Orr

Manager Finance

Laurensia Rosana

Manager HR and Administration

Jenny Drury

Administration and Finance team

Sharon Morgan

Janine Muir

Tracy Zheng

Kate Jackson

Individualised Services (North)

Manager: Kristy Macnamara

Jamie Woods

Nathan Dyball

Kylie Smith

Jessica De Masi

Sharon Edwards

Aedan Sykes

Courtney Bolton

Dimi Thavabalan

Isobel Sutherland

Danielle May

Kathrine Keen

Fraser Waddell

Joshua Rowdon

Nikki Ilich

Caroline Smith

Francis Baptist

Rory Kiely

Isaac Sherwood

Tony Biundo

Jasmine La'Brooy

Andrew Diamond

Sarah Brown

Nigel Matthews

Malcolm Dunlop

Asha Campbell

Ryan Randolph

Kerriann Roots

Ramona Chant

Liam Parsons

Dana Saunders

Erik Chong

Sanam Sarawat

Sam Curtis

Antoni Corecig

Alix Lincoln

Alison Paine

Bibiche Janssen

Craig Zderich

Naomi Jamison

Nathan Taylor

Joseph Dignon

Joshua Brania

Lewis Catalano

Sean Fry

Individualised Services (South)

Manager (Parental Leave):

Jessica Kain

Manager: Karla Summers

Anne Marliac

Edna Mallet

Kimberly D'Silva

Bettina Van Dijk

Judd Martin

Laurence Ralph

Meg Norman

Jessica Mathews

Mathew Pavlinovich

Jessica Pasley

Catherine Matthews

Tiah Rohmat

Damian Rudd

Eloise Maxwell

Raylene Natoli

Rachel Fuller

Robert Michel

Brendan Loh

Peter Adamson

James Mocin

Joel Pearman

Esther Allan

Michelle Munyard

Elisabeth Longman

Matthew Allan

Angelina Pollock

Dylan Bennett Surtees

Danielle Bailey

Yoann Roy

Scott Somerville

Coleen Butland

Margaret Steadman

Zoya Yukhnevich

Danielle Butler

Jakeb Stevenson

Jess Renner

Travis Collins

Peter Zammit

John Flannery

Lorraine Drexler

Cameron Fraser

Christopher Williams

Sarah Genoni

Alex Hawkins

Luke Hartley

Deborah Russell

Megan Knyn

Gabrielle Bensley

Individualised Services (East)

Manager: Matt Shaw

Claire Curr

Holly Ede

Marina Leeming

Londa Rychlewski

Craig Walton

Gregory McDonald

Alexandria Kenyon

Jilly O'Brien

Nicholas Hingston

Kerryn Dreyer

Leonardo Sharma

Jacqui Hampton Grigg

Marina Bedford

Nicole Handley

Rebecca Harvey

Craig Hayes

Jarrold Murfit

Angelique Tuffnell

Thomas Tuffnell

Inclusion Solutions Ltd

General Manager: Denver D'Cruz

Ciara King

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Group Chair Report



Group CEO Report



Working in the disability sector is a tough gig at the moment.

That is true across the country, but particularly so in Western Australia as we continue to move towards the full implementation of the NDIS. There continue to be major changes both within Government and the overall framework within which organisations such as ours must operate; and it would be easy to be distracted by this 'noise'. I am therefore incredibly proud of the efforts of all our management and staff over the past year who have been able to not only continue to provide exceptional service delivery, but view change in a positive light and look for new opportunities.

Charles Darwin once famously said:

“It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change.”

There are many examples in recent times of historically, large, successful organisations who have failed to adapt to the changing environment around them. Think Kodak, Nokia and Blockbuster Video as examples. The same will inevitably be true in the future with respect to WA organisations who work in the disability sector. To succeed in the 'new World' organisations will need to adapt both their internal structures as well as the services they offer.

They will need to change the way they think and cannot take past success for granted. Established business models will undoubtedly fail. Thanks to the astute leadership of Paul Fleay, with huge support from Richard, Denver and the broader management team, we have been on this journey for some time and now have created a great base from which we can launch into the future.

The amazing thing about our organisation is that we have always had the needs of those we assist front and centre. It is a cliché, but in our case it is true and is testament to the culture we have created and the amazing people who work here. This mindset will become even more important as we look to the future and explore how we can provide greater assistance to the community and provide even better outcomes for those we assist. The new environment also provides our group with great opportunities as the traditional silos and barriers of what services we are able to provide are torn down. We now have a great opportunity to create our own future and I know that Paul and the team will embrace this with their usual energy and enthusiasm and deep thinking. We already have a fantastic track record of evolution and if we back ourselves now with innovative thinking, we can play a major part in providing greater outcomes for the people of WA. That is not to say that the process will be easy, but as CS Lewis once said:

“It may be hard for an egg to turn into a bird: it would be a jolly sight harder for it to learn to fly while remaining an egg.”

Matthew Popham

We are due to develop a new strategic plan in 2019, so I was recently reflecting on our progress against the current plan.

The plan that was developed only 2 years ago is incredibly focused; very simply it is about how we can support people with a disability to take control of their lives, and not be increasingly dependent on receiving services, and how we can support the wider community in better ways so all people can access their community and feel welcome.

The plan, while not necessarily everyday reading, is heavily influenced by our everyday thinking.

The notion of doing useful work; and having a genuine focus on shifting power from the 'system' to the individual is at the core of how we operate every day..

When we have the 4 key pillars; our values, our thinking, our planning, our actions all aligned then good things can happen.

So it was with great satisfaction that I write this report reflecting on not just this past year but the past 2 years. We have had incredible alignment with our key pillars and this has supported us, as an organisation, to provide better service; to grow and evolve our business (more on this below) and to work with more communities across Western Australia.

Like most disability service organisations in WA we were still working across 3 funding systems during 2017/18 and while this definitely presented some challenges, it also allowed us to continue to learn – especially in the Federal NDIS system.

The announcement was made by the State Government during the year that WA would join the full federal system, and this decision has provided much needed clarity and has allowed us to commence long term planning with greater certainty.

During the coming financial year we will be making decisions to invest in our people and systems to ensure we are best placed to operate most effectively within the NDIS environment.

By any measure 2017/18 was a successful year for Inclusion WA and Inclusion Solutions. The number of people we were able to work with increased and the number of communities we supported increased – all while the client and staff surveys highlighted high levels of satisfaction.

In large part this is due to the incredible, intelligent, thoughtful, dedicated staff we have throughout the organisation. The Inclusion WA General Manager, Richard, often mentions his equation for quality service which I paraphrase as follows:

Great Staff provided with Great Support = Great Outcomes for People who use our service.

This has never been more evident than this year, when some of the people we worked alongside achieved wonderful outcomes, often in the most challenging circumstances. I thank all of the staff for their drive and passion- and for genuinely making it a pleasure to come to work every day.

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Group CEO Report continued



I would like to extend a thank you to the Board, led by Chair Matthew Popham, for their ongoing support but most importantly for their willingness to support new ideas; and the encouragement they provide to us to believe in ourselves. It is exciting to work in an environment where we have a supportive Board – and a team of great people within the organisation continually developing new and different ways we can do more 'useful work' in the WA community.

While we re-developed the business this year, which I'll outline in more detail below, at its core we haven't ever really changed – we just want to assist people to have the very best life of their choosing. Thanks for joining us on that journey.

BACKGROUND TO OUR GROUP STRUCTURE

During this past year, after much discussion and debate, a decision was made to transfer the broader social inclusion community development work that was being conducted as a division of Inclusion WA into a business in its own right. As a result Inclusion Solutions was created. This development has allowed us to create the Australian Inclusion Group. This has already allowed us to expand the work we are doing within the wider WA community providing an opportunity to leverage the long history, knowledge and skills of Inclusion WA in order to work with more people from a variety of backgrounds. These changes will be more advanced in the coming years – and I am sure we will further evolve to the point that new entities may well join and expand the group.

Inclusion WA continues with a focus on providing individualised support to people with a disability or at risk of social isolation; Inclusion Solutions has a focus on community development based work for all people at risk of social isolation and Australian Inclusion Group provides management support to these organisations and others.

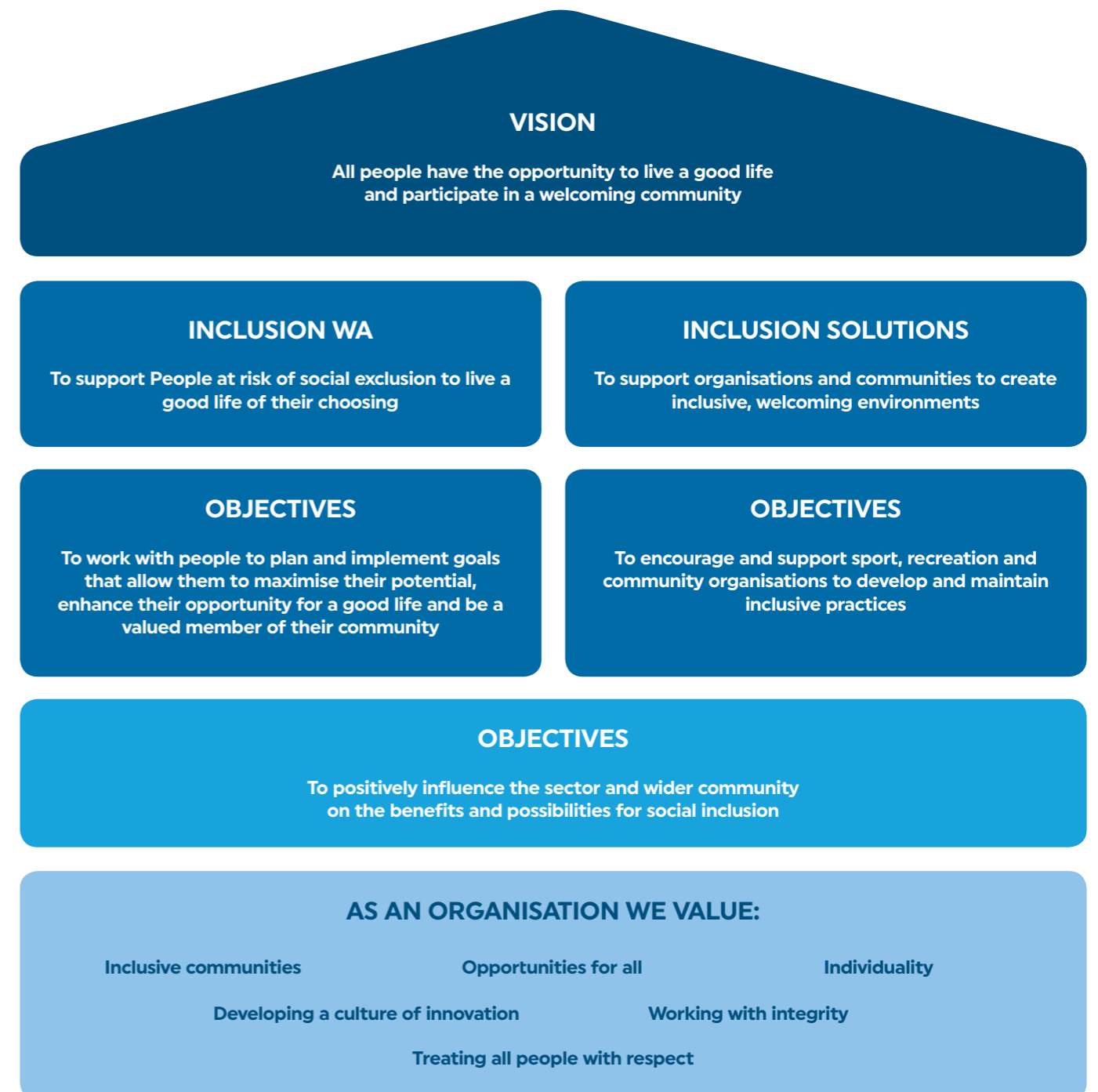
Group Structure



VISION, MISSION AND VALUES

All of the entities within the group are underpinned with the same values and have the same overarching vision. The differences between the entities are more evident with their missions and some of the key objectives. Any future organisations that are to form part of the Australian Inclusion Group will no doubt be required to share these same commonalities even if the methods of operations differ.

Paul Fleay



Board of Directors



Matthew Popham

Board Chair

Matt is a tax partner at a big 4 accountancy firm. He has over 20 years' experience in providing tax advice to a range of entities including not-for-profit organisations and has a degree in Business Economics. Matt is married to Jennifer and has three children. In his spare time, Matt is a keen runner and enjoys most sports.



Elizabeth Shaw

Deputy Chair

Elizabeth is a manager in KPMG's advisory practice. Prior to this, she worked as the Executive Director of the UN Association of Australia and as a solicitor at the State Solicitor's Office of Western Australia. She is a qualified company director and holds degrees in arts and law as well as a Masters of Public Policy. Elizabeth also serves as the President of UN Women Australia. She has been recognised with an Australian Leadership Award from the Australian Davos Connection and a West Australian of the Year Award.



Kym Carmody

Treasurer

Kym joined the board as Treasurer in October 2016. She is a Senior Manager in Business Advisory at RSM Australia and is a member of Chartered Accountants Australia and New Zealand. Kym has a degree in Accounting and Marketing and specialises in tax and business advisory for small to medium enterprises. Kym is an avid traveller and also enjoys pilates.



Barbara Oosterhuis

Board Member

Barbara is passionate about community inclusion and works to ensure that all people will have a quality life filled with opportunities, friendship and choices. Barbara has for many years worked in a variety of organisations which have endeavoured to assist people with disabilities into the broader community. She has a background in human services, working in the areas of access and inclusion in local government and as a project manager for a disability service provider's peak body group.



Brendan Cullinan

Board Member

Brendan joined the Board in April 2012. He has a long history of involvement in sport as a player, coach and administrator. Brendan has worked full-time in the sports sector for over 20 years and is currently with the Department of Sport and Recreation as the Regional Manager for the Pilbara. Brendan keeps active by volunteering for various community groups and enjoys travelling and camping. He holds a degree in sports management and is married to Jane with two children.



David Shallue

Board Member

David joined the Board in February 2018. He has operated his own human resource management and industrial relations consultancy since 2005. Prior to this, David held similar roles in the arts and entertainment industry, primarily involved in the area of venue management operations. As well as his involvement with Inclusion WA, David is the Secretary of the WA Branch of The Lord's Taverners Australia. He is also an active member of the ANA Rowing Club.



Gemma Nugent

Secretary

Gemma joined the board late in 2015. Gemma has been an in-house lawyer at AECOM Australia since 2010. Prior to this, she worked as a solicitor with a boutique litigation firm, as the Associate to Justice Neville Owen at the Supreme Court of Western Australia and in the Policy Office of the Department of Premier and Cabinet. Gemma holds degrees in law and psychology and completed a Master of Business Administration in 2013.



Hermione Scott

Board Member

Hermione joined the board in October 2011, and works in the mining industry specialising in environment. Her work is based in the Perth CBD with regular travel to the Pilbara region. Hermione holds a degree in Town Planning and is currently undertaking a MBA at the University of Western Australia.



Melissa Caputo

Board Member

Melissa joined the Board in October 2013 and held the position of Treasurer for 3 years. She is a Chartered Accountant and works as a Tax Advisor at BP, having previously spent a number of years at KPMG. Melissa enjoys playing netball, travelling, spending time with family and friends; and is a passionate Fremantle Dockers supporter.



Operational Report

"All people have the opportunity to live a good life and participate in a welcoming community."



Each year writing the annual report forces me to reflect on the year gone by. This isn't something that comes naturally to me. I tend to get hyper-focused on what comes next rather than look back at times gone by. That said I do recognise the importance of the annual report as a historical record. Perhaps some time in the future I will treasure these reports as a record of how far we have come together.

So the annual report affords me an opportunity to reflect. I recently read an article in the Harvard Business Review titled, *Why You Should Make Time for Self-Reflection (Even If You Hate Doing It)*. In that article, Peter Drucker states: "Follow effective action with quiet reflection. From the quiet reflection, will come even more effective action." Sounds like sage advice to me. So after the effective action of the past year, my reflections follow.

THE NATIONAL DISABILITY INSURANCE SCHEME (NDIS) AND INCLUSION WA

The big news – on the 12th of December 2017 the Commonwealth and Western Australian governments agreed that WA will join the nationally delivered NDIS. Up to this point we had been living in a world of uncertainty.

Fortunately for Inclusion WA our approach to providing support was designed with an NDIS system in mind. Our preparations for the NDIS go back as far as 2013. The big announcement was met with a sign of relief by Inclusion WA colleagues – finally we knew what was going to happen. Now all we need to do make sure we can find a way to make the NDIS work for the people and families that we support.

The NDIS is designed around two key principles:

- giving people with disability better choice and control over their funding and supports and
- helping people with disability reach their goals

These two principles align perfectly with Inclusion WA's core purpose:

"All people have the opportunity to live a good life and participate in a welcoming community."



OUR STAFF

Our Mentors (our front line staff) are the current and future leaders of Inclusion WA. Failure to acknowledge the importance of employing great people to provide direct support is a failure to acknowledge the importance of the work they do. Our ability to support people/families effectively is based largely on our ability to attract and retain good staff. We continue to refine our approach to recruitment and staff development in order to keep improving in this area.

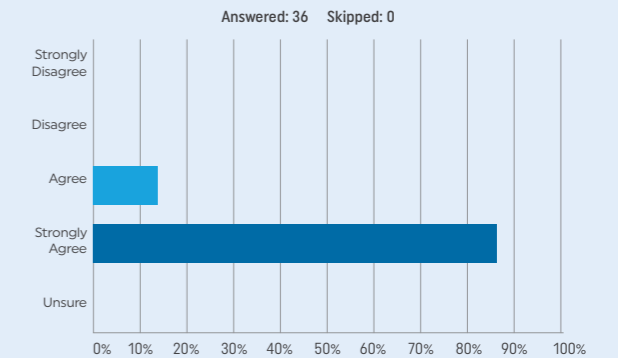
Reducing staff turnover remains a priority for the organisation. Here is a summary of staff turnover for 2017/18:

- Full time: 10%
- Part time: 15%
- Casual: 45%

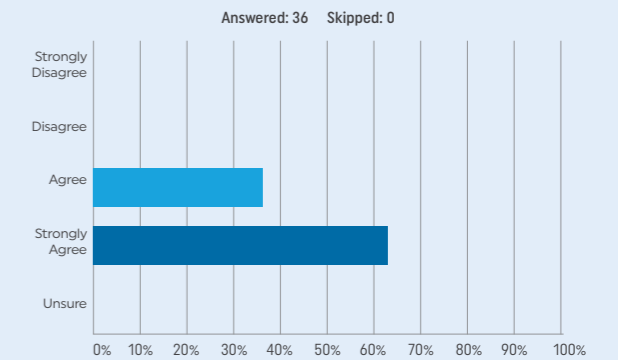
In February 2018, we conducted our annual staff survey. In a slight change to previous years we split the survey in two – one survey for office based staff and another for non-office based staff. We did this to help us understand whether there was a difference as to how our office and non-office based staff experienced the organisation. 54% of staff responded to the surveys.

Here are a few highlights showing feedback from our non-office based staff:

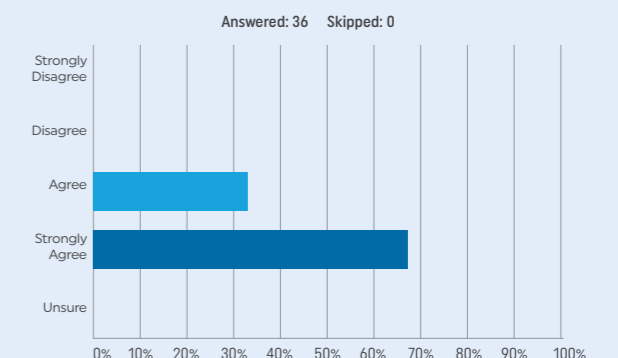
Q5 This organisation is extremely focused on its clients needs.



Q8 I have a good understanding of the mission and the goals of the organisation.



Q17 My manager encourages and supports my development.



Operational Report continued

Individual Stories - Colin



DISABILITY SERVICES: INDEPENDENT QUALITY EVALUATION

In late 2017 the Department of Communities - Disability Services appointed a team of independent evaluators to assess Inclusion WA's performance against the National Standards for Disability Services. The evaluation team consulted with 28 people/families and 15 staff. Our services were found to meet all six of the National Standards. Furthermore the following exceptional practices were noted in the final report:

- The 'Vital Dimensions of Inclusion Statement' is a single page, powerful description of the five areas which contribute to a citizen's experience of feeling included in their community of choice. It is embedded in the organisation's systems and practices, for example in staff induction, in team meetings and in Inclusion WA's "Continuing Conversation" process. In the evaluation it was regularly referenced in discussion with staff.
- The organisation uses a creative triangulation process involving mentors, coordinators and the client to promote good practice in working with clients, through facilitating more autonomy in decision making, for example in rostering arrangements, enhancing collaboration in goal achievement and ensuring safeguarding.

We wish to extend our thanks to the independent evaluation team and to Department of Communities - Disability Services for their ongoing commitment to safeguard quality services for people with disability and their families.

GEOGRAPHICAL SERVICE HUBS

In 2016/17 we established the geographical service hub structure. Looking back, 2017/18 was all about settling into the new hub structure. Karla Summers stepped into the Service Manager role in our South Metro hub to enable Jess Kain to head off on maternity leave. Karla Summers, Kristy Macnamara and Matt Shaw have worked tirelessly to create a workplace culture that is focussed on positive outcomes for clients whilst also building the capacity of their teams to support each other. Continued investment in our people under the following structure will help build a platform for future growth.



Richard Orr
General Manager, Inclusion WA

Meet Colin... a young man who loves a laugh, sports, and anything with an engine and wheels.

Colin is an accomplished swimmer, who trains every morning at the crack of dawn, and often twice a day.

Colin's true passion is motor vehicles.

He loves cars, motorcycles, speedboats, drag cars, rally cars, the list goes on and on! He's always wanted to find employment in the car industry to mix his passion with work.

Unfortunately Colin didn't have much success looking for work through the disability employment service system, but he never let it affect his enthusiasm or smile.

Colin and his Inclusion WA mentor then took a Customized Employment Framework and really focussed on Colin's interests, strengths and talents.

Colin and his mentor researched all the auto wreckers in Colin's local area and started visiting workplaces to ask questions and build his networks.

It was through this approach that Colin found his dream job.

Colin's determination paid off when he secured work experience at a wreckers specialising in Holden Commodores.

Colin was in his element and after a short period of work experience, he moved into a paid position and is now receiving regular pay cheques!

The staff at the wreckers are all patient, fun loving, and genuinely see Colin's value. We could try to explain how thrilled he is, but as they say, a picture is worth a thousand words!



Individual Stories - Leslie



Leslie is a proud Indigenous man. In the 2 years of working alongside Leslie, we have found him to be a remarkably resilient, kind and knowledgeable individual. Leslie is impossibly good humored in the face of adversity- no matter how many times he gets knocked down, he gets up, dusts himself off, and tries again. Leslie's journey exemplifies both the gritty side of our work and the power of close mentor relationships built on respect, flexibility, trust, choice and control.

In February 2017 we had the pleasure of starting our journey alongside Leslie. At this point, Leslie was coping with a chaotic mix of family crises, substance abuse, and limited choice and control in his accommodation, all the while trying to focus on his mental health recovery and re-engaging in community life after two decades of intermittent prison stays.

When we started working alongside Leslie, sessions revolved around searching for Leslie and trying to engage positively in the face of substance abuse and family conflict. 1 in 4 sessions, we were successful. One of his many mental health teams informed us that substance abuse was his sole coping strategy and that this was unlikely to change

Leslie has experienced even more change and adversity in the ensuing 18 months. Looking at accommodation alone, Leslie has experienced;

- 2 periods of homelessness
- 2 stays couch surfing in drug afflicted households
- 4 supported accommodation services, 2 on-the-spot evictions
- A backpackers accommodation rife with substance abuse and numerous residents who have recently exited the criminal justice system.

Alongside the extreme transience in his living arrangement, Leslie has experienced a massive overhaul of the formal supports in his life, including changes to his legal guardian, NDIS support coordinator, mental health case manager, and multiple psychiatrists. Leslie's Trust Manager and Inclusion WA support team are the only formal supports that have not changed.

Leslie's five person Inclusion WA support team has been a source of consistency and choice as it is the only support team he has chosen himself.

Considering the benefits of a strong routine while on a recovery journey, and Leslie's unique risk factors when faced with instability and crisis, Leslie has done an amazing job of not only keeping afloat but making strides every day. Leslie has been able to utilize his Inclusion WA supports flexibly to live independently and further develop his coping skills. From physically moving Leslie along with his medications, to shopping, crisis support and welfare checks during periods of homelessness, money management, conflict resolution and positive experiences connecting back to his land. These positive experiences have included adventures ranging from bush walks, playing music by the river, speaking out about his experiences on an NDIS panel, Indigenous art exhibitions and swims in the ocean.



Les has lived through the benefits of responsive, reliable and flexible support which has empowered him to change his coping strategies. Leslie's experience of homelessness in November 2017 saw him stay on the street for 8 weeks before he sought help. Recently, Leslie was evicted from a supported accommodation service with no notice; he spent less than 48 hours on the street before approaching the Inclusion WA office in Midland and asking for help with his accommodation and medication. This shows the power of strong mentor relationships based on mutual respect and understanding as well as Leslie's unstoppable tenacity of spirit.



When Leslie first moved into the backpackers, services thought that this would be a 'rabbit hole of drugs' that Les would never be able to dig himself out of. However, Les is planning to re-engage in Drug and Alcohol counselling as he continues to live here whilst his team source a more sustainable living arrangement – Leslie continues to show up, never cancels a session, and has big plans for the future. Most importantly he still has dreams and he can see the possibility of achieving them!. In the next year Leslie would like to put his knowledge of native plants and animals to good use, volunteering his time at Kaarakin Black Cockatoo Conservation Centre. Leslie's big dream is to live independently in a place of his own.



Individual Stories - Ken

Selfies are starting to be my thing. I think I look like Croc Dundee what do you think?



Who are you?

I'm handsome, good looking, suave, sophisticated, charming, and most people call me Ken.

Prior to IWA are you able to tell me what you were doing?

I use to work at Accuweigh twice a week helping out with general cleaning, and any other work that was needed of me. I finished up with Accuweigh and from there I didn't do anything. Leaving Accuweigh made me lose my connections with the staff there, and I never really wanted to do anything else.

My Local Coordinator suggested that I meet with Inclusion WA to help me get reconnected to my community.

What were your goals when you starting working with IWA?

I wanted to look at joining a country and western group in my area.

Volunteering work.

What have you and your staff been working on together?

Finding out more information about my dad when he was in WW2.

Helped me go on my first holiday by myself.

I joined a photography group and am now going by myself once a month at Belmont Photography.

Helped me with finding and purchasing a new camera, Tablet and Laptop, as well as teaching me to learn how to use them.

I have also just recently started going to a Stamp Club Group which after a short amount of time working with my mentor, I now attend myself.

Can you tell me a little more about the photography group you attend?

I go once a month, they are located just around the corner from my house, which I will either ride my push bike or walk.

There are usually around 30+ people who attend this group, and I have a good relationship with most of them. The main people who run this are Di and John, and if I don't go they will normally call Rachel to see if I am ok.

At one part I stopped going as I didn't want to sign in as I couldn't see what it said, Di rang Rachel and they both came up with a plan so I was able to continue going by myself.

I have been attending the photography group for about a year now, and in this time they have helped me with:

- Framing my pictures
- Learning how to use my camera
- Different types of photos I can take
- How to take photos.

Can you tell me a little more about the photo's you have given me?



I saw this picture on a wall in my local area and I really liked it. This was my very first photo I had displayed in an exhibition and it won't be the last.



I took this photo whilst I was on holiday in Albany, I thought the colours in this photo really stood out to me. It's also a good reminder of my holiday.



This was in my local paper advertising our exhibition but it also has my photo in it.



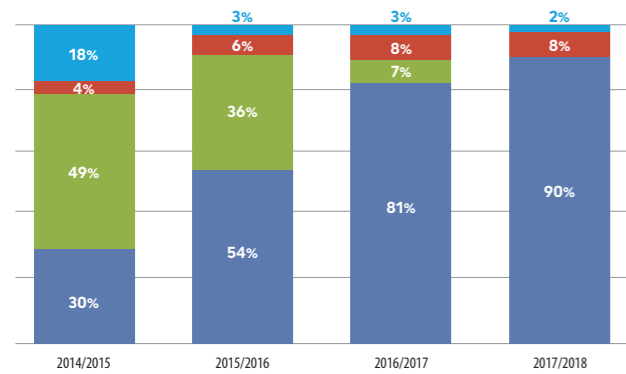
This is another photo I took this also was on a wall in my local area. I liked it



2017/2018 Financial Highlights



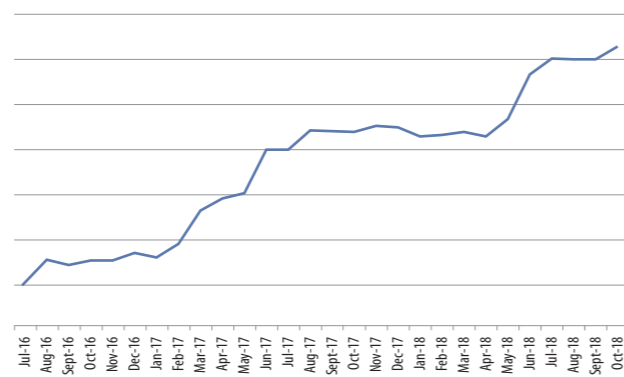
Some years ago it became clear that the future of the disability sector was individualised funding (in some form). A journey to move fully away from block funding was started and it is pleasing to reflect on the success of that journey. The graph below highlights the success of Inclusion WA in becoming a fully individualised service organisation.



- Individualised services
- Block & Grant Funding
- Partnership
- Other Income

Following an expansion in the Eastern suburbs the organisation has experienced significant growth within the Federal NDIS environment.

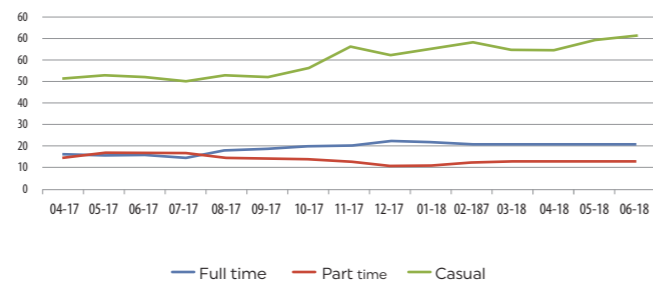
Growth of NDIS Clients



Knowing that the very best outcomes for people with a disability are achieved by having the very best people providing support we continue to have a focus on employing great people, with a values alignment, and then to empower those people to do excellent work. The success of this model can be seen not only in the outcomes for people we support but also the high staff retention rates.

We continue to work on the right balance between full-time, part-time and casual staff, and this is likely to be an ongoing process. In line with our financial position the total employee numbers showed steady progression between July 2017 and June 2018 as reflected below:

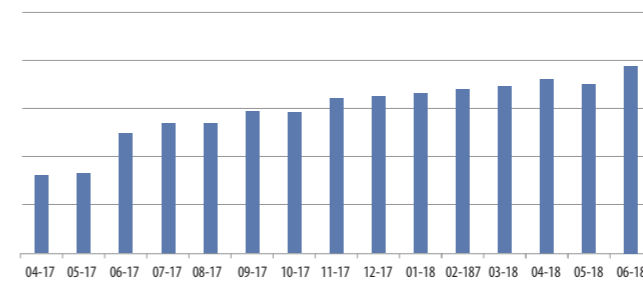
Staffing Level



2017/2018 FINANCIAL POSITION

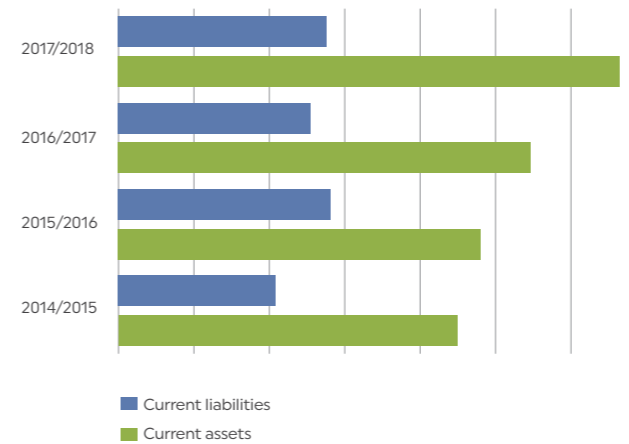
2017/18 was another financially successful year for Inclusion WA. We have had a long term goal of maintaining a cash reserve of 90 days operating expenditure. We were able to meet this target throughout the year, primarily through continuous monitoring of costs.

Growth in Cash Reserve



The organisation also continues to maintain a healthy current ratio. Our current assets (including cash) are greater than our current liabilities.

Liquidity Level





Formerly known as the Sport and Community Development Team at Inclusion WA, Inclusion Solutions started operating as a stand-alone organisation in July 2017.

While Inclusion WA focuses on providing individualised support primarily to people with disabilities, Inclusion Solutions work to facilitate, educate and influence individuals, organisations and communities on the benefits of social inclusion more broadly. Inclusion Solutions' agenda is broad and encompasses all groups that are at-risk of social isolation or under-representation in organised community structures.

In 2017-18, Inclusion Solutions has built the capacity of the sport and recreation industry through the provision of training and mentoring for communities across WA, while also supporting a significant number of Western Australians to join sports clubs and community groups.

As an organisation, Inclusion Solutions develops programs that connect people who are at-risk of social isolation with their local communities. We also work with local governments, sporting clubs, community groups, state sporting associations and businesses of all sizes to develop strategies and initiatives to achieve inclusive outcomes. We achieve this by providing personalised training and mentoring services, and by adopting an asset-based approach to community development. Simply put, this means we work with key people in each community to ensure that all programs and initiatives are sustainable.

"I am constantly in awe at the innovative and creative community building initiatives being designed and implemented by Inclusion Solutions. Their philosophical framework and practical project design and implementation has contributed greatly to growing such a diverse range of more connected, welcoming and inclusive communities and organisations across Western Australia. Inclusion Solutions is certainly committed to community building approaches that reflects genuine community engagement; building on the strengths, assets and gifts of all community members, valuing of collaboration and strengthening of community leadership. Inclusion Solutions is a very valued partner to the Bank of I.D.E.A.S."

PETER KENYON, BANK OF IDEAS

2017-18 has been a year of significant progress. While the organisation navigated the transition from Inclusion WA to Inclusion Solutions, we were able to increase the breadth and depth of our work across Western Australia.

The following is a snapshot of the outcomes achieved by the team in 2017-18:

KEY OUTCOMES IN 2017-18

- 35 State Sporting Associations supported to be more inclusive
- 25% of WA's Local Governments supported to be more inclusive
- Over 520 sporting clubs and community groups were supported in varying capacities including through training and personalised mentoring
- Over 2,350 Western Australians attended Social Inclusion Training
- 5,500+ hours of volunteerism recorded equating to over \$150,000 boost to the local sport and recreation industry in WA

Denver D'Cruz
General Manager, Inclusion Solutions

In 2017-2018, the team at Inclusion Solutions also engaged with the following sports in varying capacities and across a range of locations around Western Australia:

- Athletics
- Australian Rules Football
- Badminton
- Baseball
- Basketball
- Canoeing
- Cricket
- Cycling
- Dance
- Floorball
- Football
- Golf
- Gymnastics
- Hockey
- Indoor Cricket
- Karate
- Land Sailing
- Lawn Bowls
- Life Saving
- Little Athletics
- Mixed Martial Arts
- Motor Cross
- Netball
- Power Chair Football
- Rugby League
- Rowing
- Squash
- Swimming
- Table Tennis
- Tee Ball
- Tennis
- Ten Pin Bowling
- Touch Football
- Ultimate Frisbee
- Volleyball



Community Case Studies

CASE STUDY 1: CITY OF ARMADALE CLUB ABILITIES PROJECT

The City of Armadale, a suburb in Perth's South-East corridor, is a diverse and rapidly-developing community. Armadale had been through a great deal of change over the past decade and this left sports clubs and community groups within the City of Armadale requesting assistance to be a more inclusive and welcoming space.

The City of Armadale engaged with Inclusion Solutions to assist their community. Hence, the 'Armadale Club Abilities Project' was born. The project had the following outcomes in 2017-18:

- 7 x training workshops held throughout the project
- Personalised mentoring delivered to 20 x sports clubs and community groups
- Development of a local 19-member Steering Group
- Development of a community-owned, community-run event

"At the City of Armadale, we loved how the team at Inclusion Solutions helped us educate and influence the City's sporting clubs and community groups on the benefits of social and active inclusion. Through the Club Abilities partnership, twenty sporting clubs and community groups engaged in mentoring to help themselves develop strategies and initiatives to achieve inclusive outcomes. The City of Armadale wishes Inclusion Solutions well in their vision to expand this ideology and thoroughly recommend other Local Governments to consider similar partnerships"

DAVE THOMASON, CITY OF ARMADALE

As a result of the support, training and mentoring offered, a number of other outcomes were realised. The following are just a small number of these:

- Increase in volunteering across the 20 sports clubs and community groups
- Increase in club membership across the 20 sports clubs and community groups
- Increase in the number of people with disabilities participating in organised sport and recreation
- Improvements in skill and education reported across the participating clubs, groups, City of Armadale staff and other community members
- Development of a local Steering Group to act champion and promote inclusion into the future
- Improvements in community perceptions and community profile
- Significant economic benefits stemming from an increase in membership, volunteerism and social activities



The following two examples showcase how local clubs and community groups benefited from the Club Abilities Project:

a. United in Diversity

When Inclusion Solutions came across United in Diversity (UiD) in 2017, the group was called HUSCS (an acronym for Harmony, Understanding, Support, Collaboration, Success). Founded by a local Tafe Lecturer who was concerned at the high rate of segregation within the culturally and linguistically diverse (CaLD) community, its mission was to assist people from CaLD backgrounds to socialise and participate in community, beyond their primary cultural group.

Through the support of Inclusion Solutions, HUSCS was able to build a strong vision and mission. Inclusion Solutions also helped in the group's rebranding effort to ensure that their name was easily understood and recognisable. This has enabled them to communicate clearly while expanding their reach to support a greater number of people, who live in Perth's South-East corridor, connect and find belonging within their local community.



"When we first met the team at Inclusion Solutions, we were much different to where we are today. The team assisted us in defining our purpose, in building a vision for the future and in rebranding to United in Diversity. Since then, we have really progressed having signed a new contract with the City of Armadale and our membership and community-presence has certainly grown."

MAMTA KOCHER, PRESIDENT, UNITED IN DIVERSITY

Community Case Studies continued



b. Roleystone Gymnastics Club

Inclusion Solutions first met Roleystone Gymnastics Club in May 2017 through the City of Armadale's 'Club Abilities Project'. Club Manager, Carly Smith, and Club Coach, Kiri Penter, were eager to be involved in the project as the club had recently had an issue that resulted in a young child being excluded from participating in gymnastics. The club recognised they were running a segregated class for children with disabilities which had hindered the participants from developing their skills and finding a sense of belonging.

Roleystone Gymnastics Club has had some great achievements, including:

- Considerably increasing their community profile through State-wide promotional opportunities for the club
- Improving strategic connections with the Local Government Authority & State Sporting Association
- Delivery three public presentations including:
 - Department of Sport & Recreation's Disability Sport Forum
 - State Social Inclusion Forum
 - Schools Presentation
- Increase revenue streams & successful grant applications
- Improved parental engagement
- Revamp of pathway models to engage many new members
- Increased volunteerism and improved volunteer engagement
- Winners of the Gymnastics WA Club Excellence Awards

Roleystone Gymnastics Club wanted to make changes to ensure that they were welcoming of all people while sharing their love of gymnastics with the community. They developed a club ethos - 'More Than Gymnastics' - to encompass all the elements that the Club can provide.

The club began to grow their membership base through Gym Motion, a pathway program for children with Autism Spectrum Disorder. The class is coordinated by qualified coaches that take the time to get to know the participants and figure out what works for each of them. Thus, helping them get the most benefit out of their individual gymnastics experience. Each participant has a 'safe space' in the gym that they are encouraged to use if they start to feel overwhelmed.

Although Gym Motion is specific to children who have ASD, it also provides a Pathway into the mainstream classes.

"It really has been a remarkable year for us. We've come a long way and made many positive changes. As a result our club has thrived with member numbers increasing, retention rates up, as well as a greater number of volunteers getting involved... some have even joined the committee!

Our committee is stronger than ever, and our passion for the club has been reignited. It has also been very rewarding watching our coaching staff flourish as they are enjoying being part of what is now an amazing club. We really need to be thanking you for a lot of this as without the mentoring and inspiration we have received from Inclusions Solutions we certainly wouldn't be the club we are today."

CARLY SMITH, CLUB MANAGER

CASE STUDY 2: SOCIAL INCLUSION FORUMS

The dynamics of Western Australian (WA) communities have changed significantly over the past five years. WA is now more diverse than ever before and many new ethnic groups progressively call Western Australia home. According to the Census (2016), 32% of WA's population is considered to be culturally and linguistically diverse (CaLD). Additionally, for the first time in WA's history, there is a greater number of Western Australians who have both parents who were born overseas compared to those who have parents born in Australia. We also have 18.5% of the population living with a disability.

These changes in demographics have led to communities requesting a greater amount of support than ever before. As such, Inclusion Solutions launched quarterly Social Inclusion Forums in 2018. This forum aims to provide a practical approach to achieving inclusion with key speakers providing a guide

"In 2018, NDS partnered with Inclusion Solutions to deliver both a series of public forums and specific training to the disability sector on social inclusion. Inclusion Solutions provided a committed, expert service on community development and social inclusion, and feedback from our members was very positive."

JANE COUSINS, NATIONAL DISABILITY SERVICES



CASE STUDY 3: MIRRABOOKA ONE COMMUNITY PROJECT

Inclusion Solutions were contacted by WA Police in late 2017 regarding the escalating youth crime in Perth's Mirrabooka region, a diverse and evolving community. WA Police were looking to increase the levels of physical activity in the area which would inadvertently decrease the high rates of anti-social behaviour and community crime.

Inclusion Solutions has worked with a number of clubs to engage local children and local youth to help them transition into club members and club volunteers. With a focus on developing local clubs and volunteers, the skills and experience will remain within the community well beyond Inclusion Solutions' involvement.

"The One Community Project is all about bringing people together from so many varied cultures. Connecting over shared interest, sport allows it to happen"

CHRIS WILLIAMS, WA POLICE

This project has injected over \$25,000 in economic value and also provided local clubs an increased level of skill and exposure in the past year. The One Community Project focuses on sharing experiences and finding commonalities rather than segregating the community based on ethnicity or ability.



Community Case Studies continued



2017/18 Financial Highlights



CASE STUDY 4: WACA PARTNERSHIP

Inclusion Solutions offers State Sporting Associations (SSAs) across Western Australia the opportunity to partner together to develop strong outcomes related to social inclusion. In 2017-18, Inclusion Solutions has joined forces with the Western Australian Cricket Association (WACA) to promote cricket as a sport for all Western Australians.

The exciting partnership is the first of its kind, with the WACA becoming the inaugural State Sporting Association to enter into the Inclusion Solutions' SSA Membership model. The SSA Membership Model takes a holistic approach to inclusion and diversity by providing SSAs and their clubs and affiliates with the expertise and tools required to make positive change, to create the most effective impact and allow clubs to better connect with their communities.

The two-year commitment will see the two organisations work together to grow and promote cricket via:

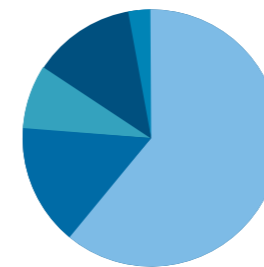
- Personalised training sessions for WACA staff
- Personalised training sessions for cricket clubs and their volunteers
- One-on-one mentoring for WACA staff
- Co-facilitation of Cricket Australia's Sport For All workshop
- Personalised mentoring of 10 cricket clubs per year

"This is a seriously exciting partnership and it underpins the values of the WACA. We are committed to ensuring that cricket is a 'Sport for All' and through this partnership, our clubs, associations, volunteers and staff will receive additional resourcing to ensure that cricket is as strong as it can be for years to come. Our goal is to make cricket the most accessible sport to all Western Australians. We are committed to offering choice and opportunities to every single person and this is another stride in that direction"

CHRISTINA MATTHEWS, CEO, WACA



The primary sources of funding have remained reasonably constant over the past 2 years, with the majority of revenue for Inclusion Solutions still coming from State Government sources. However with a goal to grow revenue streams it is pleasing to note that the revenue from both Local Government and Sports increased during 2017/18.

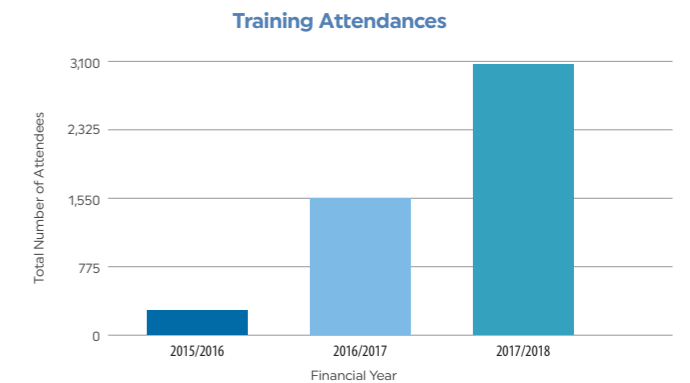


- Department of Communities
- Local Government
- State Sporting Associations & Sporting Clubs
- Department of Local Government, Sport & Cultural Industries
- Partnerships

In many ways it is pleasing to see the continued growth of people seeking assistance. This highlights that many clubs, groups and communities are keen to be more welcoming of all people. From an organisational perspective it is also pleasing that moving the work, which was commenced within Inclusion WA, into Inclusion Solutions has seen continued growth.

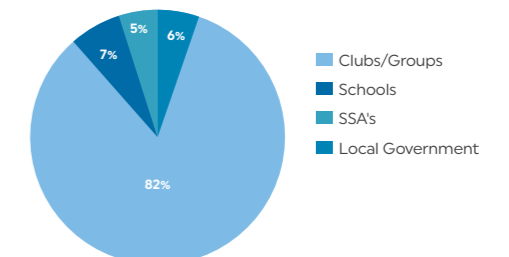


Training was not a major focus of the organisation for a number of years however in the past 2 years new training programs have been developed – including such topics as Running Inclusive Events. These have proven to be especially popular, which has led to an increase in the number of training sessions run and seen a corresponding increase in the people reached through training. Training sessions have increasingly been seen as only an initial step rather than the end of a journey and many of these sessions have been followed by individual club or LGA mentoring.



The majority of program delivery was with community clubs and groups throughout 2017/18. This is in line with previous years when much of this work was done as a department within Inclusion WA. There has been an increase in the work done directly with State Sporting Associations (SSA's) particularly evident is the ongoing agreements signed with the Western Australian Cricket Association and Netball WA. Schools were a significantly increased market during the past 12 months. Previously work within the school system was ad hoc however there were some regular and ongoing programs run within schools over 2017/18.

Who did we support in 2017/2018?



WE GRATEFULLY ACKNOWLEDGE THE SUPPORT GIVEN BY THESE ORGANISATIONS THROUGHOUT THE YEAR

