

**CHINESE AUSTRALIAN SERVICES SOCIETY LIMITED**  
**ABN 85 087 248 638**  
**AND CONTROLLED ENTITY**

**Directors' Report On Review Of Operations 2016/2017**

Our Company, the Chinese Australian Services Society Ltd (to be referred to as the "parent Company" hereunder), with our subsidiary entities, collectively to be referred to as the CASS Group (commonly known in the community as "CASS" and "CASS" is our brand name), continued to work on the achievement of our aims in providing a wide range of welfare services to the community, promoting the learning of Chinese language and cultivating artistic appreciation amongst young children and fostering mutual understanding and cooperation between various communities.

As previously, complex situations were encountered in the period being reported, comprising of new business opportunities, changing operating mode in the industry and facing fierce competition in chasing for reducing government funding and subsidy. However, with concerted efforts of our dedicated team of hardworking staff members and enthusiastic volunteers, our CASS Group was able to continue the delivery of quality services and achieve good operational results.

The subsidiary CASS Care Ltd (to be referred to as "CASS Care" hereunder) continued to be the entity managing the provision of most of the welfare services of the CASS Group.

## **1. Children's Services**

### ***Centre-based Child Care***

Our parent company operates two Child Care Centres and an Outside School Hours Care Service, located respectively in Campsie and Hurstville. All the services are multicultural with staff and children coming from culturally and linguistically diverse (CALD) backgrounds. Apart from implementing a 'Transition to School' program to prepare older children for easy transition to formal schooling, our Centres also develop and pilot new programs to enhance children's development in all areas. All the Centres are implementing 'Belong, Being & Becoming - the Early Years Learning Framework for Australia' while our Outside School Hours Care Service is implementing 'My Time, Our Place - Framework for School Age Care in Australia'.

### ***Campsie Child Care Centre (CCCC)***

- Campsie Child Care Centre is licensed to provide long day care for 71 children aged 0 to 5 years. Both children and educators are from CALD backgrounds.
- Educators planned and implemented educational programs based on the Early Years Learning Framework, an Australian Government approved early childhood curriculum framework. The aim of our learning programs was to enhance children's wellbeing and learning as well as their transition to school. Our qualified educators guided children to reach the learning outcomes stated in the framework and these outcomes were vital to life competencies, hence building success for life.
- Preschool children have been learning Mandarin by engaging in the Early Learning Languages Australia (ELLA) program. ELLA program introduced children to learning a new language via their interactive tablet apps. The apps allowed children to progress at their own pace. Children have expanded knowledge of how language worked and applied these skills to other literacy tasks.
- Children were exposed to Information and Communication Technologies (ICT) in every facet of their daily life. Educational programs were provided for children to develop digital knowledge and skills to meet future demands. In fact, ICT were very effective tools for learning. At the Centre, children used ICT, like computers, tablets and smart TV, to access information, investigate ideas and represent their thinking. Moreover, the interactive Early Computer Literacy Program was provided for children to consolidate their newly learnt knowledge and to practise skills.
- Children continued to visit CASS Residential Aged Care Facility (RACF) regularly to have interactional activities together with the residents there. This intergeneration program provided opportunities for the children to meet the seniors and to develop respect towards elderly people. Both children and residents benefited from the program and they also showed positive responses. In addition, families showed strong support to this initiative.
- We worked in partnership with families to provide education and quality care to their

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children. We used a digital platform called Kinder m8 to communicate with families, alongside face to face communication. Families benefited from easy access to information and updates at their convenient time about their children and the Centre, like daily journal, observation, meal/rest/toileting chart, newsletters and Centre events. We encouraged parents' participation by inviting families to join our Centre's events, e.g. parent workshops, parent-teacher meetings, cultural celebrations and special events.

- The Centre received Long Day Care Professional Development Program Fund. The fund was used for educators to seek professional development by attending training, and purchasing professional literature and resources. Educators shared what they had learnt from the training courses and provided mentoring to one another to explore the pedagogy of facilitating young children's learning and to improve the quality of the service.
- The Centre had a facelift to improve its physical environment, like erecting new fence, building a new garden, replacing the roof and soft fall flooring. Moreover, a large amount of educational resources and outdoor equipment were purchased to support children's learning and development.
- Families and the public could access information of the Centre through Campsie Child Care Centre website and Facebook page as a promotion strategy.

***Campsie Child Care Centre - Outside School Hours Care (OSHC)***

- Campsie Child Care Centre - OSHC is licensed to provide 20 places for Before School Care at Campsie Child Care Centre and 60 places for After School Care and 60 places for Vacation Care at Harcourt Public School. The service is guided by the Learning Framework 'My Time Our Place' for school age children to learning through play and leisure.
- We provided a safe, caring and stimulating environment for the children. Children were cared for by a team of professional educators who provided opportunities for all children regardless of age, gender, or disability to participate in a range of activities and

experiences, which were appropriate to their cognitive, social and physical development.

- For Vacation Care Program, we provided fun activities and excursions, such as visits to the Powerhouse Museum, Australian National Maritime Museum, Monkey Mania Bankstown, ANZAC Park Campsie, Blaxland Riverside Park, Bankstown Arts Centre and CASS Residential Aged Care Facility. Our children have learnt to show respect and care for the elderly residents in the community. The children enjoyed so much in playing the Double Flying Fox, Mega-Swing, Tunnel Slides, Scramble Wall, Spinning Play Disk, Viking Swing and Multi-Level Tree House when we visited the Blaxland Riverside Park in January 2017.
- OSHC Vacation Care program had Summer Aqua Rush incursion activity held at Harcourt Public School outdoor playground. Children enjoyed the Aqua Rush incursion activity (walk on water sports). We also provided various fun arts & craft activities which included sand art activities, making own mug and plate, kite making, junior master chef cooking experiences with pizza and sushi making, and muffins, waffles and pancakes making fun, etc. We also offered opportunities for children to do planting and gardening. It was an opportunity to put the principles of sustainability into practice through engaging, planting and gardening experiences. Children learnt to look after and water their own pot of plants every day during the Summer Vacation Care.
- We worked in partnership with families to provide education and quality care to children through parent participation, e.g. Basic Painting Skills Workshop in Autumn Vacation Care Program 2017 – one parent from our After-School Care acted as an instructor to teach and instruct the children about basic painting skills. A parent brought along her younger daughter to visit CASS Residential Aged Care Facility with other children on the day.
- Campsie Child Care Centre – OSHC underwent the rating and assessment by the NSW Department of Education from 10 August to 11 August 2016. The Service has been rated overall at "Meeting National Quality Standard" for all 7 quality areas with 58 elements.

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***OSHC Highlights:***

- A new Facebook page was created in April 2017.
- Positive feedback was received from parents and children regarding our last two Vacation Care programs. The children enjoyed so much and had lots of fun in the excursion activities.
- Professional development was highlighted throughout the year with training sessions attended which included Positive Strategies for Supporting Children with Autism and Professional Writing Skills, etc.

***CASS Hurstville Child Care Centre (HCCC)***

- CASS Hurstville Child Care Centre is licensed to provide long day care for 43 children between the ages of 2 to 5 years.
- The Centre provided a preschool, educational and school readiness program where the children developed skills and learning to prepare them for school.
- During the year, the Centre arranged excursions for all the children on a regular basis. Children went on weekly visits to the Hurstville City Library, local shops and parks during the school term.
- HCCC participated in the Early Learning Languages Australia (ELLA) program with Arabic as the chosen language. The children in the pre-schooler room were provided with the opportunity to engage in language learning through a play-based approach using apps on mobile tablet devices.
- The Centre continued to implement the “Early Computer Literacy Program” where children learned to develop the literacy skills and their interest in technology.
- New artificial grass was installed in October 2016. To further improve the outdoor environment 3 new garden beds were purchased and installed into the Centre’s garden. This matched with the overall theme of the year - sustainability. There were herbs, fruits and vegetables in the gardens in the hope of harvesting fresh produce to use for Centre program.
- The Centre turned the front porch into an art studio this year. New interchangeable cabinets were purchased. The art studio was used to create initiative artworks, further enhancing learning and development for the children.

- The Centre participated in an integration program this year, allowing children from the preschooler room to visit CASS Peakhurst Aged Day Care Centre to spend time with the elderly. This program ran well with the children visiting the seniors at the Centre, and the Day Care clients coming to HCCC to visit them.
- To improve work efficiency and communication with the parents, the Centre started using ‘Kinder m8’ – an application which allowed the documentation of children’s journals and daily program digitally and allowed the parents to view photos, their children’s situation, activities and Centre updates through their Smartphones. A lot of positive feedback was received from the parents on this innovative approach.
- The involvement and participation of parents were highly valued. The Centre continued to encourage parents to participate in the programs in whatever way that suited them - to act as guest speakers to talk about their work and to join functions, e.g., celebrations for Christmas, graduation, Chinese New Year, Easter, Mother’s Day, Father’s Day, etc. All events were well received by the families.
- Educational activities were organised on a regular basis:-
  - A “teddy bear pajama party” was held on 11 August 2016.
  - The Centre celebrated 20<sup>th</sup> Anniversary on 30 September 2016.
  - Our Intergeneration program with Peakhurst Aged Day Care Centre began on 25 October 2016.
  - A Halloween party was held on 31 October 2016.
  - A ‘School Readiness Talk’ was conducted on 16 November 2016.
  - Chinese New Year Celebration was organised on 31 January 2017.
  - A ‘dog information show’ was held on 3 April 2017.

***Playgroup***

- Pandaroos Families was a playgroup for families who had adopted children from China. The Group aimed to assist Australian parents in furthering their knowledge of making use of Chinese culture and customs in parenting their adopted children from China.

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However, Pandaroos Families has stopped running its regular meetings at CASS Activity Hall since September 2016 as most of the children have grown up and the families have other commitments.

## **2. Promotion of Chinese Language & Culture**

### ***CASS Chinese School***

- CASS Chinese School continued to operate in four locations, namely, Campsie (using the premises of Harcourt Public School), Hurstville (using the premises of Hurstville Public School), Kogarah (using the premises of Kogarah High School) and Connells Point (using the premises of Connells Point Public School). Campsie had morning and afternoon sessions on Saturdays. Due to availability of classrooms, Kogarah only had afternoon session on Saturdays. Hurstville had morning and afternoon classes on Sundays. Connells Point only ran on Monday after school.
- There were increases in student enrolment in FY2016-17 for Hurstville campus for both morning and afternoon sessions, and Campsie afternoon session. Other campuses have seen a drop in student enrolment, especially Connells Point. Overall there was an increase of 29 students.
- There was a trend of having more students from non-Chinese and non-Chinese speaking background enrolled. But it also posed new challenges to many of the teachers who did not have good command of spoken English.
- CASS Chinese School (Kogarah and Hurstville campuses) performed singing and poems recital during HCCC Open Day on 30 September 2016.
- CASS Chinese School Year End Party and prize presentation was successfully held at Hurstville Entertainment Centre on 26 November 2016. The concert was performed by students and teachers of CASS Chinese School and the Academy of Arts. More than 600 people attended the concert. Representatives of David Coleman, Federal MP for Banks, and Linda Burney, Federal MP of Barton, were also present to present the Language Tuition Awards to outstanding students from Kogarah campus and Hurstville campus respectively.

- CASS Chinese School (Kogarah campus) held students' work exhibition in Kogarah Council Library in January 2017 for 3 weeks.
- CASS Chinese School sent 14 teams and 30 individuals to participate in 2017 National Chinese Eisteddfod Competition held in May 2017. CASS Chinese School won 1 gold, 1 silver, 4 bronze for team events and 4 prizes for individual events.
- The 3 peak Chinese Language organisations jointly organised a lunch function in Darling Harbour in October 2016 to celebrate Teacher's Day, Mooncake Festival and welcome the new Consul General of PRC in Sydney. 10 CASS teachers, principals, members of CASS Cultural Affairs Committee members and CASS Board members attended the function. This was the first time the 3 peak organisations worked together which might be the result of the efforts of CASS in bringing the 8 model schools in Sydney together for a dinner in March 2016 where a very friendly, cordial and frank discussion on the challenges faced by Chinese language schools in NSW was held.

### ***CASS Academy of Arts***

- Interest/hobby classes continued to be organised in the period being reported and received favourable responses from the community. Classes included: Ballet Class, Martial Arts and Lion Dance Class, Tai-chi Class, Line Dancing, Creative Drawing held in CASS Activity Hall; Hua Jin Social Dance in Kingsgrove Community Aged Centre; Martial Arts, Drawing, Abacus Classes in Kogarah High School; Drawing and Abacus Class in Hurstville Public School.
- Student enrolment for Ballet Class almost tripled in 2016, increasing from 7 to 20 and had to be split into 3 different levels.
- CASS Ballet Class held a very successful recital in CASS Activity Hall on 10 December 2016. The recital was well attended and received by students and parents.
- Huajin Line Dancing group was restructured in February 2017 to become a social dance group conducted by paid professional social dance teacher.
- Since May 2017, the Line Dancing class held in CASS Activity Hall on Saturday was contracted to a professional line dance teacher.

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### 3. General Affairs

#### *Overseas Chinese Service Centre (OCSC)*

- Four progress reports were submitted to the Overseas Chinese Affairs Office (OCAO) of the State Council of the PRC in the period being reported.
- Our Chief Operations Manager (COM) attended the first ‘Overseas Chinese Lawyers Delegation’ on 24 - 31 July 2016 held in Beijing and Xiamen organised by OCAO. There were altogether 30 participants from 23 countries for the Delegation.
- On 25 August 2016, our COM was conferred as one of the first 24 volunteers by the Consul General of the PRC in Sydney to assist in the work of consular protection.
- We were invited by the OCAO to participate in the trial run of ‘Qiaobao App’ in December 2016. Postings had been updated on the Qiaobao App periodically. We now have about 12,000 subscribers on the App.
- Tan Tianxing, Deputy Director of OCAO, visited CASS on 13 February 2017 together with 5 other delegates.
- Qiu Yuanping, Director of OCAO visited CASS on 23 March 2017 together with 2 delegates. Director Qiu was the Guest-of-Honour for the ceremony to unveil the Benevolent Honours Wall and the Honours Board for CASS RACF. She also launched the revamped CASS website and the Solicitor Database. The ceremony was attended by 100 guests, including major donors, sponsors and volunteers. After the ceremony, Director Qiu visited the residents at RACF and presented some gifts to them.

#### *Human Resources*

In the financial year 2016/17, CASS Group has seen vigorous development in the scale of services provided to the community. For the expanded quality services, CASS Group has employed more staff members and continued investing in skills development. Human Resources Management (HRM) Unit continued to review and update the policies and procedures to comply with the changes in legislation concerning human resources and to reflect the best practice in the industry.

Some operational statistics of the workforce for the period being reported are:

- As of 30 June 2017, CASS Group employed a total of 285 staff members, of whom 163 (57%) were permanent and fixed term staff members and 122 (43%) casual staff members. The number of full-time equivalent (FTE) staff was 191. Compared to 2015/16, the size of our workforce has increased by 11%.
- Among all staff members, 64% were female and 36% were male.
- Among all staff members, 13% of them were at age between 20 and 30, 17% at the age between 31 and 40, 33% at age between 41 and 50, 29% at age between 51 and 60, and 8% at age above 60.
- Among all staff members, 10% possessed qualification of Master degree or above, 15% had a Bachelor degree, and 75% had other qualifications such as advanced diploma, diploma and certificate. 69% of our staff members obtained their qualification in Australia, while the remaining obtained their qualification overseas.
- The average length of service for our employees was 4.63 years. About 12% of the staff members had served for at least 10 years.
- The overall turnover rate was about 10.4%, which dropped 0.6% from the previous year.
- The total training hours for our staff members were about 5,925, an average of 20 hours per staff member, an increase of 53.8% as compared to the previous year.
- About 30 staff members had been trained as certified trainers by attending courses for Certificate IV Training and Assessment that were fully funded by CASS Group.

**The following services are managed and operated by our subsidiary CASS Care Ltd:**

#### **A. Children’s Services**

##### *Centre-based Child Care (Gumnut at Forum)*

CASS Care Ltd operates Gumnut at Forum (Gumnut) in St Leonards. The Centre is licensed to provide Long Day Care for 45 children aged 6 weeks to 5 years. It is a multicultural Centre with educators and children coming from CALD backgrounds. At Gumnut, valuable educational experiences of the highest quality are provided in a warm and secure environment. Children’s learning occurs within a program which actively reflects the

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Early Years Learning Framework (EYLF), placing an emphasis on children gaining a sense of belonging, being and becoming. Children are recognised as capable, competent and resourceful individuals. The programs aim to maximise learning opportunities that challenge each child.

- This year Gumnut undertook self-assessment using some of the elements of the School Excellence Framework, EYLF and the Australian Professional Standards for Teachers.
- Long Day Care Professional Development Program Funding was received for professional development of child care educators. All educators demonstrated responsibility for maintaining and developing their professional standards by attending courses that were related to what happened within the Centre's learning environment. Educators were actively engaged in planning their own professional development to improve their performance.
- The Centre had a range of educational programs to develop children's language, math, science, technology and physical skills. The educators incorporated the use of lap-tops and tablets to help children research their ideas and interests. The Early Learning Languages Australia (ELLA) program was renewed and the children were able to implement some of the language skills that they had acquired within the running of the Centre program. The ELLA program gained positive feedback from parents and the qualitative results had shown that the children had learnt to manage and monitor their own time schedule.
- There had been a greater emphasis on developing children's social and emotional skills as we had found out, from the wider community, what mainstream schools were looking for when children started their formal education. Attending local schools open days throughout the year allowed the educators in the Preschool room to gain a better perspective in what the local mainstream schools required from services.
- In 2016, the implementation of local excursions benefited the children in their understanding about their world – visited local parks and spent prolonged periods of time exploring the natural elements and challenging the physical skills.
- The interactions with the community opened doors for the children to communicate their understanding of what was happening in the community, and to discuss and debate about their views about what was going on within the community, e.g., the arrangement of Fire Service to meet the children at the Park helped children to learn about the jobs of fireman/firewoman and experience what it was like in a Fire Truck.
- The excursions to local supermarket were positive learning experiences where compliments were received from the community of how well behaved the Gumnut children were.
- The connection with the community was a big focal point for Gumnut. The Intergenerational Program provided valuable experiences for both the children and the seniors. Something new and interesting was learnt whenever there was a visit to the retirement home.
- The excursions proved to be useful as a marketing and promotional tool as well. Positive feedback was received from existing families as well as interest from new enrolling families, who had been recommended by other families.
- The move towards sustainable practices was slow but steady.
- The Gardens donated by Bunnings in 2016 saw the Centre gardens flourish as the seasons changed. Children found new and interesting creatures in the garden each week and geared the educators into sowing and planting seasonal vegetables such as beans, strawberries, lettuces, rocket, passionfruit and various herbs that were either sampled in the outdoors or added to the cooking experiences that occurred within the learning environments of the Centre.
- The Centre events brought a buzz of family involvement with parents and families joining in the festive activities that included events such as Mother's Day and Father's Day afternoon tea, cultural events such as the Islamic festival EID, the Hindu festival Diwali and Lunar New Year.

***CASS Family Day Care***

- CASS Family Day Care (CFDC) continued its role in providing family day care services to working families. There were 42 educators providing services in 29 suburbs in different

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parts of Metropolitan Sydney and an average of 222 children were using the services each week, accounting for an average of 150 Equivalent Full Time (EFT).

- During the reporting period, 10 educators resigned and another 10 educators asked for leave due to family matters, such as looking after their sick parents overseas, moving houses or taking a long vacation. Some educators were getting older and working for less hours. There were 5 new educators joining the service.
- With the challenge of increasing competition in family day care industry, in order to attract more families to use the service, attempts were made to improve the marketing strategies for recruiting educators and attracting families to use services in suburbs with highest potential of service expansion. The initiatives included participating in community events, such as the Info Hub, Playgroups in the Park, Job Expo and parent talks in playgroups as well as distribution of flyers in targeted suburbs.
- In order to provide quality services to families, regular home visits, educator meetings and training workshops were conducted to keep our educators with up-to-date knowledge and skills for running their family day care service effectively and meeting the requirements of Regulations. Furthermore, staff members continued professional development through reflective practices, external training and professional studies.
- Five parenting workshops were held and they were:
  - Promote Self-help Skills through Daily Routines
  - Improve Your Child's focus and Concentration through Play
  - Raising a Bilingual Child in the Home Environment
  - Raising a Well-Rounded Child: Introduction to Multiple Intelligence
  - The Influence of Music on the Development of Children
- 9 information sessions were held on 'The Early Childhood Education and Care Pathways – NSW'. The information sessions would continue to be conducted once a month.

- During the period, two Educator Orientation Training Courses, four educators' meetings and training workshops and one CFDC Annual Party were held.
- Two new CFDC promotion cards were designed - one for recruiting new educators and one for educators to promote their services.
- CFDC was assessed by NSW Early Childhood Education and Care Directorate between 21 and 23 March 2017. The overall result we received was 'Working Towards National Quality Standard'.
- After going through the Assessment Summary Report with all educators, areas for improvement were identified and plans for continuous quality improvement were set.

**B. Home Ageing Services (HAS)**

In 2016/2017, CASS Care continued to operate and manage Home Care, Home Support and Miscellaneous Services on behalf of the parent Company, as well as its own Home Care and Home Support Services. All existing services were maintained, and various new projects were undertaken.

***Home Care Packages (HCPs)***

The Department of Health (DoH) supported and approved the operation of our Home Care Packages (HCPs). Our Level 2 and Level 4 HCPs program provided 'packages' of aged care services tailored for frail aged people residing at home. Each 'package' included a number of services catering for each client's individual needs.

- Before 27 February 2017, the 85 approved places for Level 2 (63 for Chinese and 22 for Koreans as a priority) in the Inner West, Northern, South Western, and South Eastern Regions of Sydney were fully occupied throughout the year while the 22 Level 4 places targeting the Chinese speaking frail aged people in the Northern and South Eastern Regions of Sydney were also fully occupied.
- After 27 February 2017, the Government lifted the restriction on the number of packages and geographical areas covered by service providers. As at the end of June 2017, the number of clients in the service increased from 107 to 119.

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***Home Support and Miscellaneous Services***

CASS Care was approved by DoH to provide Commonwealth Home Support Program (CHSP) targeting the CALD community. Services included:

- Social Support (individual) in Inner West, South East, Northern, and South West Regions of Sydney;
- Domestic Assistance in South East, Northern, and South West Regions of Sydney;
- Personal Care in South East Region of Sydney;
- Social Support (Group) in Inner West, South East and Northern Regions of Sydney, and the Illawarra Region;
- Centre Based Respite - Care Relationship and Carer Support services in Inner West and South East Regions of Sydney.
- In March 2017, CASS Care was approved by DoH to provide Flexible Respite Services in Northern and Western Regions of Sydney. The service will start operation in the 2017/2018 Financial Year.

In addition, CASS Care continued to use its own resources to run fourteen aged day care groups in Inner West, South West, and St George Regions of Sydney and Wollongong.

- The CASS Care funded aged day care groups were attended by over 700 clients weekly. In addition to the regular activities to promote healthy lifestyle and better social support, activities were organised to celebrate traditional Chinese festivals, facilitate members' access to information and services, and participate in community activities.
- Hua Kang Seniors Group celebrated its 20<sup>th</sup> anniversary on 15 September 2016 at Club Central Hurstville. The celebration was attended by Mr. Viv May, Acting Administrator of Georges River Council, Dr. Ven Tan and over 200 Hua Kang members.
- From June to November 2016, an intergeneration program was organised between Campsie Child Care Centre (CCCC) and Campsie Activity Group; and between Gumnut Child Care Centre and the Korean Aged Day Centre in Ryde. Arrangements were made for the seniors and children to meet once a month for about half an hour. Activities included singing, handcraft work and traditional games.

- The mini Olympics Day was organised on 1 November 2016. It was an intergeneration program between the young kids in CCCC and the seniors in the Campsie Activity Group funded under the NSW Grandparents Day Grant. About 80 persons attended the event.

***Miscellaneous Care Services***

- The Handy Helping Hand (Triple H) Program continued to provide services to clients who were not eligible or whose needs could not be catered for by Government funded services.
- During the year, CASS Care concluded a number of brokerage contracts with other service providers to provide direct care workers for their aged care services.

***Other Highlights of the HAS Unit***

- The Home Ageing Services Unit went through quality review in April 2017. Officers of the Australian Aged Care Quality Agency (AACQA) visited our head office to inspect all service records, and interviewed representatives of the Board, staff members at all levels and clients. After reviewing all the information, AACQA confirmed that our service met all service standards.
- In June 2016, CASS Care was involved in the production of the "It's not disgrace, It's dementia" DVD by Alzheimer's Australia. The official launch of the DVD was held on 28 September 2016 at Marigold Restaurant. The activity was attended by representatives of the Alzheimer's Australia, Australian Chinese Medical Association, Multicultural Communities Council of Illawarra, and the Ethnic Communities' Council of NSW.
- The Accessing Aged Care Information Expo was organised in Hurstville on 13 March 2017. The event was attended by over 300 persons, including special guests such as Mr. David Coleman MP, Mr. Chris Minns MP, and Mr. Scott Andrew of Georges River Council. The event was funded by the Georges River Council and was a part of Council's Seniors Week event.
- From Oct 2016 to May 2017, CASS Care also supported the 'I'm Still Here', a community dementia project organised by 3Bridges Community Services. The project included information sessions and workshops for older

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people from CALD backgrounds and the wider communities.

- In May 2017, CASS Care worked in collaboration with Western Sydney University to run the “Music Therapy for the Health and Wellbeing” project to promote music therapy in the Chinese community. Over 100 persons participated in the program.
- Over fifteen in-house group-training sessions, ten on-line training sessions, and over thirty external training sessions were organised in the year for HAS staff and volunteers on topics such as manual handling, infection control, and volunteering principles.
- In collaboration with BCA National, MTC Australia, and Metro Assist, a Certificate III course in Individual Support was conducted from August 2016. Students were arranged to have their work experience in our HAS and Residential Aged Care Services (RACS). The graduation ceremony was held on 31 March 2017 at CASS Activity Hall which was officiated by Hon. Ray Williams, NSW Minister for Multiculturalism and Minister for Disability Services.
- About 150 HAS clients attended the CASS Group End of Year Party held on 7 December 2016 at Bankstown RSL Club. The event was attended by Ms. Sophie Cotsis MP, and senior staff members from NSW Multicultural Health Communication, Georges River Council, Canterbury Bankstown Council and Heart Foundation, etc.
- Submissions were lodged to the Government in the year on our views regarding the Aged Care Legislated Review, the draft model for a new integrated carer support service system and the Aged Care Diversity Framework.

***External Committee***

The Senior Executive Officer of HAS continued to sit in the Community Advisory Committee of the ACSA.

**C. Disability Services (DS)**

CASS Care continued to provide disability services to the community, targeting people with disability of CALD backgrounds.

***Group Homes***

- In 2016/2017 CASS Care continued to receive funding from Ageing, Disability and Home Care of the NSW Department of Family and Community Services (FACS) to manage the Belfield Group Home (BGH) and Dominic House (DH). These 2 Group Homes catered for a total of 10 persons with intellectual disability and to provide supported accommodation to residents in a friendly and homely community setting. Services were provided 24 hours a day and 7 days a week.
- By the end of June 2017, all Group Home residents were still under block funding. However, when National Disability Insurance Scheme (NDIS) fully rolls out in the Sydney region, the funding type will be changed to an individual funding model.
- In response to the NDIS roll-out and the enhancement of a person-centred approach of our service delivery, the Group Home residents were offered a range of recreational and supportive programs to meet their diverse interests and abilities, including but not limited to, music and dancing activities, bowling, church services, art and craft, sports, gardening, community access programs, excursions and outings, etc.
- In September 2016, FACS commissioned an Independent Investigator to look into a complaint lodged by some BGH families. The Report recommended a few minor items for continuous improvement, while suggested that the funding provided by FACS to CASS DS be reviewed as it might be inadequate.
- The dental specialists from Sydney Dental Hospital continued their outreach to our Group Homes to conduct dental check for all Group Home residents.
- In cooperation with external professionals and organisations, including general practitioners, psychologists, neurologists, physiotherapists, music therapist, dietician, speech therapist and mental health centres, Group Home residents were supported with a holistic approach.

***Centre-based Day Programs***

- By the end of June 2017, the number of participants of the Centre-based Day Programs was 11. The programs aimed at assisting people with disability from CALD

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backgrounds to develop the skills they need to work towards their goals, increase their independence and participate as valued and active members in the community.

- Two participants of the Centre-based Day Programs were successfully transitioned into NDIS at the beginning of 2017.
- In 2016/2017, Centre-based Day Programs participants were regularly arranged to take part in a wide range of tailor-made programs and activities, including independent living skills training, community access, sports, gardening, cooking, music, dancing, public transport training, yoga and aerobics, numeracy and literacy development, art and craft. Apart from those regular programs, the participants also attended Magic Show event organised by the Rotary Club of Hurstville and celebratory events for the International Day of People with Disability, visited exhibitions at National Gallery of NSW, and participated in the ‘Animal Hands-on Session’ at the Australian Museum, the Bella Plus Program at the Opera House and Museum of Contemporary Art, etc.

***Individual and Flexible Supports***

- CASS Care continued to provide Individual and Flexible Supports to people with disability of CALD backgrounds in 2016/2017. Individual and Flexible Supports provide a full range of services to meet clients’ individual needs, including domestic help, personal care, daily living tasks, positive interests development, life-skill training, community access, etc. Under the NDIS model, clients have more choices and control over their funding. As such, the services provided should be tailor-made to flexibly meet their changing needs. By the end of June 2017, 19 clients were using the services, of which 8 with ADHC funding, 2 under brokerage agreements and 9 with NDIS funding.
- The Handy Helping Hand (Triple H) – Disability Services program continued to provide services to people with disability who were not eligible for Government funded services, or individuals, whose needs could not be covered by Government funded services. In 2016/2017, 6 service users engaged our private services on a casual basis.

- CASS Care continued to provide self-funded services and support to those people with disability and their families in the CALD community without Government funding support, including making referrals, responding to NDIS related enquiries, facilitating people with disability to access required information and services, and providing emergency support in some critical situations.

***Other Highlights of Disability Services***

- In February 2017, CASS Care had been approved by NDIA to provide five more kinds of services to people with disability. They were: Community Nursing Care, Assistance in Travel/Transport, Innovative Community Participation, Household Tasks and Assistive Product Household Task.
- CASS Care continued to work in collaboration with Ability Linkers, including Settlement Services International (SSI) and St Vincent de Paul Society, to run the Chinese Carers’ Group for people with disability and their carers on a monthly basis. The Group consisted of two sub-groups, Mandarin and Cantonese respectively, which were regularly attended by about 12 carers in total.
- To get ready for the NDIS roll-out, CASS Care received funding under ‘FutureAbility: Multicultural Communities Getting NDIS Ready Business Development Initiatives for CALD Organisations in NSW’ provided by SSI.
- A website, a Facebook page and a WeChat account were set up for our CASS Disability Services (DS) to promote the services. In addition, a client management system was installed to streamline clients’ management.
- CASS Care in collaboration with FACS and Ethnic Community Service Centre (ECSC) organised an NDIS Readiness Workshop for Chinese Speaking Community on 22 July 2016.
- In 2016/2017, CASS Care obtained a grant from Canterbury Bankstown Council to organise a social group - “Dream High & Reach Out” - for people with disability and their carers from CALD community. An art teacher and a music therapist were engaged to work with the participants in the group sessions. In addition, the participants were

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arranged to visit Cockatoo Island in early 2017.

- CASS Care was given a grant under the Canterbury Bankstown Council Financial Assistance Program to organise a capacity building program - “Let’s Move, Let’s Cook, and Let’s Enjoy Life” - for people with disability of CALD community. A series of cooking and excursion programs were organised, including visiting the Australian Museum.
- CASS Care worked in collaboration with Willoughby Council, Centrelink and SSI to coordinate a Multicultural Disability Seminar & Expo for people with disability from Chinese background in Chatswood. CASS Care representative presented in the Seminar on 18 November 2016. CASS Care also exhibited our Disability Services in the Expo on 30 November 2016. The event was attended by around 50 service providers and over 100 people with disability and their families.
- CASS Care representative continued to attend the Universal Access Advisory Committee of the Canterbury Bankstown Council in 2016/2017 on a regular basis.
- CASS Care actively participated in the City of Canterbury Bankstown Disability Inclusion Action Plan by attending the consultation meetings and arranging the Council a special consultation for the Carers’ Group participants on 3 February 2017. The suggestions and opinions of the Group members were documented.
- CASS Care participated in a Post School Disability Expo on 17 May 2017 in Chatswood.
- CASS Care and 10 other organisations were invited to be part of the CALD Disability Service Engagement Steering Committee which aimed at supporting CALD communities to understand NDIS and better supporting individuals and families who might experience additional challenges such as language and lack of knowledge about the Scheme and with limited informal support. The first meeting was held on 25 May 2017.
- 8 in-house group-training sessions and over 10 external training sessions were organised for DS staff members and volunteers during the reporting period.

**D. Residential Aged Care Services (RACS)**

Our RACS Unit continued to operate CASS Residential Aged Care Facility (RACF), an establishment with 63-bed offering high quality residential care to senior members of the East Asian community. It had its second full year of operation with 99% occupancy rate.

- During the reporting period, there had been significant staff changes within the management level and the team of registered nurses (RN) in RACF. Some difficulties were encountered initially, however, with the concerted efforts of the newly established management team and those RNs who stayed at RACF, good results were achieved.
- As of 30 June 2017, 90% of residents were under high care and 10% were under low care. There were 126 persons on the waiting list.
- The team of 66 highly skilled staff members worked together to provide the best possible care for the residents. In addition, external professionals such as Geriatrician, Physiotherapist, Podiatrist, Speech Pathologist and Dietician were engaged to meet individual needs of the residents. All staff members spoke two or more languages in order to enhance better communication with residents and to ensure residents’ needs were met.
- There was registered nurse in charge of clinical care 24 hours a day – this reduced potential risks by quality medication management, wound management and pain management.
- There were ongoing programs such as a fall prevention program, a walking program, and a toileting program to help residents maintaining their independence and mobility level as long as possible.
- Another focus was on residents’ lifestyle in order to improve or maintain the psychosocial wellbeing of residents. More than 20 activities were available, giving residents choices and meeting the individual needs of all residents. These included regular outings and life enrichment activities such as “Sounds of the 70’s and 80’s” mini concert, birthday celebrations, and children and elderly integration activities. In collaboration with the University of Western Sydney a music

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therapy day for the residents was also conducted.

- Renovation work was done to improve residents' living environment and enhance their safety such as enlarging the dining area, setting up a physio room and installing doors for the serveries. Additional care staff member was also arranged to serve the residents with high care needs.
- The quality services provided received positive feedback from residents, families, visitors and regulating authorities. In February 2017, CASS RACF passed an unannounced visit conducted by the Australian Aged Care Quality Agency. Excellent feedback was received during the audit.

#### **E. Information Promotions and Projects Development (IPAPD)**

##### ***Settlement and Health Services***

CASS Care continued to provide settlement services to the community on behalf of its parent Company, targeting newly arrived Chinese-speaking migrants residing in Sydney.

Funding was provided by the Department of Social Services (DSS) under the Settlement Services Program (SSP). A three-and-a-half-year grant was awarded to our parent Company in January 2015 until June 2018.

The SSP workers provided referral services and settlement information to target clients through the provision of information sessions, workshops or expos aiming to increase clients' independence, knowledge and ability to navigate and access mainstream services and promote self-reliance. Since the target clients spread all over Sydney, telephone and email enquiry services were also provided as strategies to assist clients who might not be able to physically access the outreach casework venues.

As health is an important element for everyone in society, collaboration with different health services providers in the past year was actively carried out so as to encourage healthy life style for Chinese-speaking migrants when settling in Australia.

##### ***Referral Service***

During the year, the SSP workers assisted about 2,400 Chinese-speaking migrants. Apart from the Head Office in Campsie, outreach referral services were also provided at nine other locations, namely, 1) Navitas English-Auburn College; 2) Navitas English-Burwood College; 3) Navitas English-Campsie College; 4) Navitas English-Hurstville College; 5) Navitas English-Sydney City College; 6) Navitas English-Parramatta College; 7) Centrelink Office in Burwood; 8) Centrelink Office in Campsie; and 9) Hurstville Library. Mobile service was established in Hornsby Library to provide service to the Chinese community under an on demand basis. In addition, the provision of telephone and email enquiry services served as a convenient way for clients to get information and referrals from SSP.

##### ***Information Sessions & Expos***

The team of SSP staff coordinated thirty-three information sessions/workshops and participated in various expos for Chinese-speaking migrants with a total attendance of over 2,000 people collectively.

A variety of topics were covered by different information sessions and workshops, such as health, personal and road safety, legal matters as well as welfare. Some of the highlights included:

- In partnership with Multicultural Health Service (Sydney Local Health District), 16 information sessions of various issues were held covering topics on "Centrelink Payment", "Senior Rights", "Carers' Program", "Stroke", "Diabetes", "Back Pain", "Osteoporosis" and "Dementia". The sessions had attracted over 900 participants.
- As part of our support to the Census Campaign, an information session was held in Bankstown on 3 August 2016.
- In partnership with the Organ and Tissue Donation Service of South Western Sydney Local Health District, a "Human Library" was organised in Bankstown on 17 August 2016. The concept of "Human Library" was to let organ donors and recipients tell their stories and how organ donation changed their lives. Each speaker was a "book" for the audience to "listen" to their stories.
- Working with Cancer Council NSW, an information session was held in Burwood on 27 September 2016.
- With funding from Hepatitis NSW, 4 information sessions on Hepatitis B were

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conducted between April and May 2017 with over 200 attendees.

- In collaboration with NSW Police, three information sessions on “Personal and Road Safety” were held in Hurstville, Campsie and Burwood with over 100 participants.
- In promotion of the Food Labelling Campaign, an information session on ‘Changes to Food Labelling’ was held in Campsie on 24 May 2017. The Campaign also involved a series of postings on our social media.
- An information session on ‘Preparation on Job Seeking’ was held at Campsie Library on 25 May 2017. The session provided information on preparing resumes and helping migrants to expand their job search network. Opportunities and pathway for joining CASS Child Care Services were also introduced.
- With funding from the Heart Foundation NSW Women and Heart Disease Community Grant, a “Love Your Family, Love Your Heart” information expo was held on 31 May 2017 in Hurstville attended by about 200 participants.
- In partnership with NSW Fair Trading and Australian Taxation Office, an information session on ‘How to Set Up a Small Business’ was held at Campsie Library on 7 June 2017.

***Community Development & Integration***

Apart from providing face-to-face casework services and organising information sessions, SSP workers also arranged various community development programs/services for migrants to help them to fully integrate into society. The programs included:

- Co-organised with Burwood Council, the “Speaker Corner” program continued to be organized. More than 33 sessions were held during the year with more than 1,300 participants in the sessions collectively.
- Trained volunteers continued to support the SSP workers by providing free form-filling services in the City, Ashfield, Campsie, Hurstville and Rockdale. JP Service was also provided in the City, Campsie and Rockdale. About 430 people benefited from the two services.
- Jointly organised with ATO, Tax Help service was provided by trained ATO volunteers between July and October 2016. Over 200 people benefited from this service.

- SSP workers continued to be interviewed by SBS Radio (Mandarin Program) once every month. Different topics on settlement concerns were covered, e.g., carer allowance, newstart allowance, aged care, low income family supplement, childcare subsidies, rent assist and public housing, etc.

***Community Grants***

Apart from receiving a two-year grant under the Cancer Institute NSW Tobacco Cessation Grants, other grants were received to facilitate SSP workers to conduct different projects for migrants, including:

- NSW Heart Foundation Women and Heart Disease Community Grants 2016;
- Hepatitis B Community Education Grant;
- NSW Multicultural Health Communication Service; and
- Cumberland Stronger Communities Fund Community Grants.

***Volunteers Coordination***

- During the year, a total of 79 new volunteers were registered.
- Throughout the year, a total of 730 community visits were paid for the ‘Community Visitors Scheme’ (CVS) program funded by the Department of health. A total of 56 volunteers were registered for the program.
- The CASS Care Volunteers Team (CCVT) Gathering 2016 was held on 18 September 2016. A total of 92 persons attended the event. Three volunteers were appointed Elders of Activity Groups while 15 volunteers were conferred as CCVT members.
- CASS Volunteers Thanksgiving Party 2017 was held on 25 February 2017 with an attendance of about 190 participants, including a number of politicians.
- Three training sessions for volunteers who had been serving our Activity Groups were conducted to refresh their knowledge and skills. A training session on “Volunteer Essentials” and two training sessions on “What is volunteering” were conducted. Two training sessions on “Communication skills with the elderly” and two sharing sessions for volunteers for CVS and Connect Call volunteers were also held.
- A number of volunteers were awarded certificates externally such as St George

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Community Awards 2016 and Banks Volunteers Awards 2017. Dr. Leng Tan, our Emeritus Chairperson, George Poon and Fat Leong were awarded ‘Senior Volunteer of the Year’ in Sydney North, Sydney Mid-West and Sydney South respectively in the ‘NSW Volunteer of the Year Award 2016’. Dr. Leng Tan was also presented with the certificate of ‘Premier’s Volunteer Recognition Program’ for her 40 years of volunteering experience.

***Community Relations, Events and Marketing***

The IPAPD Unit had a role in promoting CASS Group as well as enhancing community relations and assisting in the organisation of events. The highlights for the year included:

- The Information Promotions Team assisted Disability Services in building the social media platforms as well as the promotional booklet.
- The website of Disability Services and Home Aging Services Korean Aged Care were developed in December 2016 and June 2017 respectively.
- A brochure on CASS Aged Care Services was printed for promotional use in China.
- Signage for the gate entry of Head Office was designed to help visitors and clients in opening the gate in four languages (English, Chinese, Korean and Indonesian).
- As part of the promotional endeavour, big signage boards were installed at the Centre wall at No. 46 Sixth Avenue and No. 39 Seventh Avenue. CASS buses and vehicles were wrapped with promotional signage.
- In collaboration with the Australian Bureau of Statistics, a “Fill-in-Form session” was organised at CASS Head Office to help the public in completing the census form. Two volunteers were referred to the City of Canterbury-Bankstown Council and Hurstville Seniors Centre respectively.
- Consul General Gu Xiaojie visited CASS for the first time on 14 September 2016 together with Deputy CG Tong and Consul Sun. They celebrated Moon Festival with the seniors at our RACF and Hua An Activity Group.
- Three staff members met the Administrator of the Cumberland Council on 20 October 2016. The potential of extending our services to the region and collaboration with the Council were discussed.
- CASS Care participated in the following events: (a) St George Aged Care Expo on 24 August 2016; (b) Information stall in Cabramatta Moon Festival 2016 on 4 September 2016; and (c) Volunteer Expo in Hurstville on 27 October 2016; (d) Australian Chinese Graduate & Internship Career Expo on 29 October 2016; (e) Information stall at the Human Library Community Services Expo 2016 at Bankstown on 15 November 2016; (f) Chinese New Year Celebration organised by Georges River Council on 4 February 2017; (g) Senior Health and Wellbeing Expo 2017 at Epping on 9 March 2017; (h) 2017 Senior Expo and Talent Quest at Bossley Park organised by Fairfield Council on 9 March 2017; and (i) Inner West Cultural Carnival at Ashfield on 19 March 2017.
- CASS Care participated in the Job Skills Day in Hurstville on 15 September 2016. Three workshops were presented by CASS staff on the day covering Childcare Pathway, Aged Care Pathway and Work Experience and Volunteering.
- A press conference for Chinese media on the launch of the Chinese DVD and Digital Stories “It’s not a disgrace, it’s dementia” was held on 28 September 2016. The DVD was uploaded on our website, WeChat subscription account, Facebook and Weibo.
- Promotional sessions on our settlement services were held for over 700 students at Navitas English – Hurstville College, Parramatta College and Campsie College between October 2016 and June 2017.
- CASS Care began to participate in the “Community A Fair” at Marrickville in March 2017. The event was being held on the first Wednesday of every month.
- A Board member and some staff members participated in the “Walk for Respect” organised by Tony Burke MP in the evening of 31 March. The purpose of the event was to raise the communities’ objection to the proposed amendment to Section 18C of the Racial Discrimination Act.
- Through attending the Northern Sydney Region Chinese Community Network meeting on 31 March 2017, SSP workers started to participate in the Community Connections Hot Desk service in Hornsby Library.

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- A MOU was signed with Hills Community Aid on 29 June 2017 to formalise the partnership relationship in providing settlement services at Rouse Hill Town Centre.
- Several delegations visited our organisation, including the Korean Welfare Workers Union of Kyungki Do, Korean Society of Sydney, Cathay Community Association (Brisbane) and Cancer Institute NSW.

***Participation in External Committees***

For the work carried out by IPAPD, the parent Company and CASS Care participated as a member in the following external committees:

- Inner West Council Social Inclusion Strategic Group;
- Cumberland Community Sector Networking Forum;
- Hepatitis B Community Alliance;
- HIV Testing Awareness Campaign Advisory Group;
- Quitline Multicultural Advisory Group;
- Promoting Get Healthy Service Among Chinese Communities Advisory Group;
- Employment and Training Action Network;
- Northern Sydney Region Chinese Community Network;
- St George Chinese Services Network; and
- Western Sydney Chinese Workers Network.

**F. Vocation and Training Services (VATS)**

- VATS continued to provide training to people to facilitate their employment in the child care industry. Job opportunities and support were provided for unemployed Chinese-speaking migrants to start their own business as child care educators at home. During the reporting period, two approved Family Day Care Educator Introductory Courses were conducted. Altogether 18 people attended the courses and 11 of them applied to become CASS FDC educators. Nine home inspections had been conducted.
- Two accredited First Aid Certificate courses were organised for the public in conjunction with “Edway Training”, a Registered Training Organisation. In total 38 people attended the courses.

- Two Cardiopulmonary Resuscitation (CPR) training courses were organised for CASS Family Day Care educators during the year. 41 educators participated in the training.
- Six Early Childhood Parenting Workshops were organised for the public during the reporting period and were delivered in different suburbs, including Campsie, Hurstville, Zetland and Lane Cove.
- Altogether nine information sessions on “The Early Childhood and Care Pathways – NSW” was organised to promote our child care services with over one hundred people attending.
- During the reporting period, 5 sessions of child care career pathways were delivered to job-seekers.
- A Certificate III in Individual Support course was organised. Placement opportunities were provided for students in our activity day centre, home care program and RACF. (Please refer to Part B Home Ageing Services for details.)
- An information stall was held at the Job Skills Day held by Advance Diversity on 15 September 2016.
- To help newly arrived migrants to improve their English skills, CASS Care continued to work in partnership with Padstow TAFE to run English classes. On average, 20 people attended the class weekly.
- Meetings were held with representatives from four organisations regarding potential collaboration in developing training program in Australia and China. Subsequently, a MOU was signed with Kirana Education to symbolise closer working relations between the two organisations.

**G. Support and General Services (SAGS)**

***Buildings and Equipment Maintenance***

- SAGS continued to provide routine and ad hoc maintenance services to RACF building and equipment as well as all owned or leased properties in Campsie, Hurstville, Peakhurst, Meadowbank, Belfield, Asquith, Ryde and St Leonards.
- Instead of increasing the height of fence to 1.8 meters, 35 trees were planted along the perimeter fence of RACF to create a barrier

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minimizing the possibility of people climbing out.

- After working with plumber, kitchen stove supplier, gas specialist, the low gas pressure problem in the kitchen was resolved.
- To prevent the risk of fall for dementia residents, sensor chair pads, sensor floor mats and sensor bed mats were installed in some of the rooms in RACF.

***Kitchen Operation***

- An inspection conducted by the NSW Food Authority was held in late September 2016. An 'A' grading was obtained.

***Information Technology (IT)***

- SAGS continued to attend to day-to-day IT related problems from all sites and set up / configured PC whenever new staff came onboard.
- IT Revamp: The IT systems at the CASS Head Office (HO) site, No. 21, HCCC and Gumnut were significantly revamped / upgraded during this financial year.

***Reception***

- For the year, the Reception at HO handled a total of 12,038 telephone enquiries (15% increase). Among them, 3,788 (31%) enquiries were made on Settlement Services, 1,706 (14%) on Aged Care related services and 2,661 (22%) on others and for transferring calls.
- The Reception also attended to a total of 5,495 walk-in enquiries (31% increase), with 1,482 (27%) enquiries made on Settlement Services and 481 (9%) on CASS activities.

***Transport Operation***

- Apart from routine transport work, SAGS also supported CASS child care centres' inter-generation interaction programs by providing buses and driver to chauffeur kids to nearby residential aged care facility or aged day care centre.

***Capital Project including Renovations Works***

- Replaced the roof tiles of a section of the Campsie CCC with funding provided under the Community Building Partnership Program.

- Repaired and renovated those houses on the Asquith properties owned by our CASS Group before leasing out.
- Substantial face lifting works for our Campsie CCC, including installing multicolour fence along Sixth Avenue, replacing all the old sign boards with new design boards, etc.
- Replaced the old mercury oxide lighting in the activity hall with LED lights, a project funded by the Community Building Partnership Program.

***Others***

- The noise generated by plant in our RACF was found to cause noise in the nearby community exceeding the permitted level. Acoustic consultant and contractor were engaged to rectify the problem and the Mitigation works is still in progress.
- The development project of our RACF neighbour caused soil erosion on our property and the fence between our RACF and our neighbour collapsed. Legal actions had to be taken which eventually led to the Builder of the development project agreeing to replaced our boundary fence and repair our RACF garden to its original conditions. Our lawyer is continuing legal actions to pursue for compensation from the Builder.

**H. Management and Technical Support (MATS)**

The MATS Team provided support to various units apart from the Board and the Corporate Services of both the parent Company and CASS Care to meet the varying and growing needs. Some examples are:

- supporting the Information Promotions Team to revamp CASS website, and to develop Disability Services website and a consolidated Children Services website;
- supporting IT team of SAGS unit to revamp the IT system, to conduct Voice over Internet Protocol (VoIP) project;
- supporting the maintenance team of SAGS unit to conduct maintenance work in all premises, and to do preparatory work for DA submissions for newly purchased properties; and
- supporting HAS unit to set up software program for data migration.

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The MATS Team also assisted in business development opportunities for the parent Company and CASS Care, including the signing of a Memorandum of Understanding (MOU) with an organisation in China for the provision of aged care training and consultancy, managing the project to develop our second Residential Aged Care Facility in Asquith, etc.

Signed in accordance with a resolution of the Board of Directors for and on behalf of the Board of Directors



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Dr. Bo Zhou – Director



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Mr. Anthony Pang – Director

Dated this 29th day of October 2017.