

CASS CARE LIMITED

ABN 74 099 853 755

Directors' Report On Review Of Operations 2018-2019

For the Financial Year (FY) being reported, our Company, CASS Care Ltd (to be referred to hereunder as "CASS Care", or simply as "CASS", our brand name), continued to work on the achievement of our aims to provide a wide range of community and social services to the multicultural community.

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

1. Home Ageing Services (HAS)

CASS Care continued to operate and manage a variety of home ageing services including Home Care Packages, Commonwealth Home Support Services (CHSP) and Miscellaneous Services. It also operates and manages the home ageing services of its parent Company. All existing services were maintained, and various new projects were undertaken in the year. The total number of clients using our home ageing services had been increasing during the year to over 1,000 persons.

Short-Term Restorative Care (STRC)

CASS Care was allocated 8 STRC places by the Department of Health (DoH) in February 2019 to provide a new service for those seniors having functional decline, supporting them with short term (up to 8 weeks), flexible and intensive service to restore their ability and well-being, thereby deferring their entry into higher levels of care.

Home Care Packages (HCPs)

DoH supported and approved the operation of our HCPs. Our four levels of HCP program provided 'packages' of aged care services for frail aged people residing at home. Each 'package' included a number of services tailored to the individual needs of each client.

The number of clients using our HCPs had been increasing rapidly in the year being reported,

reflecting the strong demand for the service in the community, especially the Korean community. Promotional efforts would continue in the coming year to enable the serving of more people.

Home Support and Miscellaneous Services

CASS Care was approved by DoH to provide Commonwealth Home Support Program (CHSP) targeting the CALD communities. 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; and
- Flexible Respite Services in Northern and Western Regions of Sydney.

In addition, CASS Care continued to use its own financial resources to run 22 aged day care groups in Inner West, South West, Northern, Western, St George Regions of Sydney and Wollongong.

- During the year, new CASS Care funded aged day care groups were established in Gordon, Castle Hill, Rhodes, Blacktown, and Yagoona targeting people in Chinese, Korean and Vietnamese communities.
- The CASS Care funded aged day care groups were attended by over 1,000 persons 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.
- The celebration of 25th Anniversary of our Hua An Seniors Group was held on 19 September 2018 at the Bankstown RSL. Over 160 persons participated in the event. Special guests were Cllr Khal Asfour, Mayor of Canterbury Bankstown, and representative of Ms Sophie Cotsis MP, State Member for Canterbury.
- During the year, a number of special dignitaries attended events and celebrations of our aged

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day care groups, including Hon. David Coleman MP, Minister for Immigration, Citizenship, Migrant Services and Multicultural Affairs, Senator Hon. Penny Wong, Leader of the Federal Opposition in Senate, Hon. Tony Burke MP, Hon. Linda Burney MP, Ms Jodi McKay MP, Ms Sophie Cotsis MP, Ms Tania Mihailuk MP, Mr Mark Coure MP, Mr Chris Minns MP, Mr Ray Williams MP, Mr Alister Henskens MP, and the Mayors of Canterbury Bankstown, Cumberland, Ku-Ring-Gai, Burwood, Georges River, Wollongong and the City of Ryde.

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 or topping up services to those clients whose needs exceeded the care that could be provided under government funded services/projects.
- During the year, CASS Care concluded a number of brokerage contracts with other service providers to source support workers for their aged care services.

Other Highlights of the HAS Unit

- CASS Care was contracted by Dementia Australia to continue running the CALD Linker Project in the year to support people with dementia in the Chinese community and their carers.
- CASS Care was invited by the Ethnic Communities' Council of NSW as a partner of the "Speak My Language Program". The program was officially launched in Canberra on 22 August 2018 by the Hon Ken Wyatt, Minister for Ageing. The aim of the project was to promote aged care services to the multicultural communities in Australia in over 25 languages across 80 Ethnic radio stations. We delivered a total of over 10 radio programs in Chinese, Vietnamese, and Korean in this project.
- Seniors Festival celebration activities were organised in February 2019 in Auburn, Campsie and Wollongong respectively. A total of about 150 persons attended those activities. The "Dementia with Grace" Project in Campsie and the "Voice of Vietnam" Project in Wollongong were funded by the NSW Government under the NSW Seniors Festival Grant.

- ANZAC Day 2019 events were organised in Hurstville and Gordon respectively. The event in Hurstville was held on 12 and 18 April 2019, each with about 80 persons participating. The event was funded by the Councillors' Discretionary Fund of Clr Christina Wu.
- The event in Gordon was held on 23 April 2019. Speakers included Clr Jennifer Anderson, Mayor of Ku-ring-gai Council, and Mr Mike Askey, President of the Roseville RSL Sub-branch, and Mr Tony Pang, Deputy Chairperson/Secretary of CASS Care. Over 60 persons attended the event.
- On 21 May 2019, the Mayor's Morning Tea with the Chinese community was held at the Burwood Activity Group. About 50 members attended. In addition to the Mayor of Burwood, the event was also participated by Ms Jodi McKay MP, Member for Strathfield.
- Intergenerational research project: between August and November 2018, a series of intergenerational activities were organised between members of our CASS funded aged day care group, Hua An Seniors Group, and children of our Campsie Child Care Centre (CCCC). This was a part of the research project of the Griffith University to explore the benefits of intergenerational activities. On 14 November 2018, Ms Carina Sinn, Centre Director of CCCC, and Mr Ivan Wong, Senior Executive Officer (SEO) of our HAS Unit, gave a presentation at the forum organised by the University and held in Brisbane, on the experience of our colleagues gained from the project. The final report of the research project is scheduled for release in late 2019.
- During FY 2018-2019, over 20 in-house group-training and external training sessions as well as 12 on-line training sessions were organised for HAS staff members and volunteers on topics such as new aged care quality standards, volunteering principles, infection control in a home care setting, firefighting training and manual handling.

External Committee

- Mr Ivan Wong, our SEO/HAS, continued to participate in the Community Advisory Committee of the Aged and Community Services Australia (ACSA).
- We are represented on the Canterbury Bankstown Diversity Reference Group.

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- Two of our staff members are taking part in the subcommittee of the Dementia Campaign Project organised by the City of Canterbury Bankstown Council.

2. Residential Aged Care Services (RACS)

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

- As of 30 June 2019, there were 158 persons on the waiting list.
- The team of 66 highly skilled staff members worked together to provide the best possible care for the residents. External professionals, such as Geriatricians, Physiotherapist, Podiatrist, Speech Pathologist and Dietician were also 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 – reducing potential risks by quality medication management, wound management and pain management.
- There were ongoing programs such as fall prevention program, walking program, and 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 types of activities were available, giving residents choices and meeting the individual needs of all residents. These included regular outings and life enrichment activities such as music therapy for residents with dementia, birthday celebrations, and children and seniors integration activities. Additional equipment was purchased to deliver these activities such as music keyboard, guitar and TV.
- The quality services provided received positive feedback from residents, families, visitors and regulating authorities. In November 2018, in an unannounced reaccreditation conducted by the Australian Aged Care Quality Agency, our Facility met all 44 standards. Excellent feedback was received during the audit.

3. Disability Services (DS)

As a registered NDIS provider, CASS continued to provide disability services to the community, targeting people with disability of CALD backgrounds.

Group Homes

- CASS continued to manage the Belfield Group Home (BGH) and Dominic House (DH). Both Group Homes operated as Specialist Disability Accommodation (SDA) with the Support Independent Living (SIL) funding.
- These 2 Group Homes catered for a total of 10 people with disability and provided supported accommodation to residents in a friendly and homely community setting. Services provided were 24 hours a day and 7 days a week.
- The 2 Group Homes continued delivering the services with the person-centred approach. The residents were offered a range of recreational and supportive programs to meet their diverse interests and abilities, including but not limited to, beach yoga exercises, music and dancing activities, bowling, church services, art and craft, sports, gardening, yum cha, excursions and outings, etc.
- Our Group Homes took a holistic approach in supporting the needs of our residents with services given by external professionals and organisations, including general practitioners, psychologists, neurologists, physiotherapists, occupational therapists, music therapists, dieticians, dental specialists, speech therapists and mental health Centres.
- BGH underwent major renovation in January 2019. During the renovation, the five residents were supported and cared for by four on duty staff members for a 7-day excursion at "Redbrow Garden, Murrumbateman".
- A NSW Ombudsman Community Visitor (OCV) visited our two Group Homes three times during the year. The overall comment was positive with some issues for improvement.

Centre-based Day Programs

- Our Centre-based Day Programs were operated at our Peakhurst Centre. The programs aimed at assisting people with disability from CALD 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.

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- Participants were regularly involved in cognitive, motor skills, life-skill training to encourage a quality and healthy life with tailor-made programs and activities, including sports, gardening, cooking, music, dancing, yoga, art, craft, public transport training, computer skills, numeracy and literacy development, etc.
- Apart from regular programs, the participants attended various community access outings with the aim of enhancing their social integration and community participation, including visiting Casula Powerhouse, circus show, libraries, Hazelhurst Arts Centre, Bardwell Valley Park, Carss Park, Sutherland Magic Show, Flinders Slopes, Dolls Point Beach and Sydney Family Show, etc.
- Firefighters with the fire truck visited the Centre in July 2018. Participants and staff members gained more understanding of what they do and were given the opportunity to use the hose.
- The outdoor environment of the Centre-based Day Programs venue was given a facelift in August 2018. A garden bed and a pergola were built in the front garden.
- On 5 September 2018, our participants and staff members visited CASS Hua An Seniors Group. The participants, with assistance from the staff members, made around 100 snow skin mooncakes for the seniors as part of the Mid-Autumn Festival celebration. They enjoyed games played, singing, dancing and lunch together with the seniors.
- In FY 2018-2019, two Art Therapy sessions were arranged for the participants. They happily enjoyed and stayed focus during the two-hour session. Some amazing artworks were created on the day.
- Our participants were arranged to take part in two International Day of People with Disability events in FY 2018-2019.

Individual Supports

- CASS continued providing a comprehensive range of services to cater the Individual Supports needs of people with disability of CALD background in FY 2018-2019, including domestic help, personal care, daily living tasks, positive interest development, life-skill training, community access, etc. Under the NDIS model, participants have choices and control over their funding. As such, our services provided were tailor-made to flexibly meet their changing needs.

Plan Management

- CASS continued providing Plan Management to participants with an NDIS plan with the aim of assisting them to manage their funds and taking care of the day-to-day administration of paying for their supports.

Support Coordination

- CASS continued providing Support Coordination which was a capacity building support to facilitate participants in implementing their NDIS plans, including linking them to informal, mainstream, community and funded supports, as well as working with participants to guide them in utilising their support budgets to achieve their goals.

Other Highlights of Disability Services

- In FY 2018-2019, CASS successfully passed Stage 1 and Stage II NDIS Certification on 15 February 2019 and 3 May 2019 respectively.
- During the period being reported, CASS participated in 10 Disability specific Expos across the Metropolitan Sydney promoting our services.
- CASS successfully gained two Campsie Club Grants, one for continuing our Chinese Carers Support Group and one for starting a Carers Support Group for people with disability and their carers in the Korean community.
- CASS Disability Services celebrated its anniversary on 1 July 2018. Around 80 people took part in the event, including family members, participants, Board members, volunteers and staff members.
- CASS worked with DiverseWerks and Positive Partnership in organising a “Raising Awareness on Autism” briefing for our staff members working in Disability Services and Child Care Services.
- On 30 August 2018, a delegation from the Ministry of Health & Welfare Department of South Korea visited our CASS Disability Services. They were particularly interested in the operations of our Group Homes.
- On 25 July 2018, CASS attended the Zero Barriers Presentation Night. We received a “Certification of Appreciation” for tireless work and commitment towards the inclusion of people with disability under the Zero Barriers Project.

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- We are represented on the Canterbury Bankstown Council Universe Access Reference Group.
- Ten in-house training sessions and 7 external training sessions were organised for staff members and volunteers during the year.

4. Child Care Services

CASS Care operated three Child Care Centres in FY 2018-2019, located respectively in Campsie, Hurstville and St Leonards, and an Outside School Hours Care (OSHC) Service in Campsie. All services are with Child Care Subsidy (CCS) approved and are multicultural, with children and staff members of culturally and linguistically diverse (CALD) backgrounds.

- All Centres are implementing 'Belong, Being & Becoming – the Early Years Learning Framework for Australia, and also 'Transition to School' program is implemented to prepare older children for easy transition to formal schooling, apart from trying and piloting new programs to enhance children's development in all areas. Our OSHC Service implemented 'My Time, Our Place – Framework for School Age Care in Australia'.
- Educational excursions and incursions are embedded with our learning curriculum among all the Centres. Excursions were arranged to local communities and attractions to cater different learning styles of the children, which were not so easily accommodated within the classroom settings. Incursions provided opportunity to enhance the children's learning as they learned through other people's experience and knowledge, such as Aboriginal shows, visit by police officer, dental visits, etc.
- An application "Kinder m8" was used in the Centres to allow the documentation of children's journals and daily programs digitally. Parents can view photos, children's situation and updated information via their Smart devices. This application also enhances communication between educators and families.
- All Centres used social media platforms like Facebook, WeChat and Instagram to share information and images online with our families and the community.
- Pre-school children at all Centres learnt a foreign language by engaging in the Early Learning Languages Australia (ELLA)

program. ELLA program introduced children a new language via their interactive tablet apps. The apps allowed children to progress at their own pace. Educators used props provided by ELLA to expand children's knowledge of how language works and applied these skills to other literacy tasks.

- In the Centres, children learned how to use computers, tablets and Smart interactive board. They were exposed to Information and Communication Technologies (ICT) in every facet of their daily life to access information and investigate matters. Educational programs were provided for them to develop their digital knowledge and skills to meet their future needs.

Campsie Child Care Centre (CCCC)

- Together with our HAS Unit, CCCC worked with the Griffith University on an Intergenerational Care research project during the year, as reported above in Section 1. Sixteen CCCC pre-school aged children were paired with seniors of our activity group, in implementing and evaluating an intergenerational learning program specifically designed to benefit older people and children.
- The Centre had an 8-week soccer program which was conducted by a coach from Socca Joeys. The program was a positive experience for our children, not only to learn a new sport but also to build social skills.
- In building relationship with families, the Centre held various events which families participated in actively. A graduation party was also held for the children starting school in January 2019.
- The Centre underwent some upgrades to the nursery room as well as the foyer with new cots and furniture. In the foyer, a new wall was erected to create a more modern look and to showcase the achievement of our children.
- Extra curricula activities were introduced based on the interests of the children as well as the families. The activities were carried out throughout the year, including Creative Art Lessons, Creative Woodwork, Junior Entrepreneur program, Chinese Lessons and My First Piano Adventure.
- The Centre was approved to operate After School Care and Vacation Care from 11 June 2019.

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Campsie Child Care Centre OSHC Service

- During the period being reported, Before School Care was provided using the premises of CCCC whereas the After School Care and Vacation Care were provided at the Harcourt Public School. The OSHC was run by a team of professional educators who provided opportunities for children to participate in a range of activities and experiences, appropriate to their cognitive, social and physical development.
- For Vacation Care programs, the children were provided with a variety of experiences to enhance their learning and build on their interests. Children participated in various activities such as world cup fever day, local scenery visit, international cuisine tasting, etc.
- We also provided our children with opportunities to learn more about various festivals to respect multicultural diversity.

Hurstville Child Care Centre (HCCC)

- The Centre continued to encourage parents to participate in its programs, like acting as guest speakers to talk about their work and to join in functions. The participation of parents were highly valued.
- Painting works were carried out indoors and outdoors of HCCC to create a fresh and more pleasing environment. The indoor environment also underwent movement of furniture which changed the outlook and structure of the learning environment in both rooms.
- Free lessons were provided to children, including Chinese lessons, yoga and fitness lessons, cooking/culinary lessons and art lessons.
- The Hon. Linda Burney, Federal MP for Barton, visited the Centre in April 2019 to celebrate together with the children the newly installed garden using the front porch of the Centre as it was done under a grant approved by her. The place has now been used as an art studio where the pre-schoolers have art lessons on a regular basis conducted by educators.

Gumnut at Forum Early Learning Centre

- In early 2019, Gumnut was selected again to run the ELSA program. Children participated in lots of STEM (Science, Technology, Mathematics and Engineering) related activities.

- As we had STEM education program, we were recognised and awarded the title of “Little Scientist House” from Froebel Australia.
- The move towards sustainable practices was progressing well. A parent working in the Sustainability Department of the Council was on board with us to redesign our garden and made it live again, enabling our children to be involved more actively in sustainable practices.
- The Intergenerational Program conducted in conjunction with the Glenwood Residential Home provided valuable experiences for both our children and the seniors.
- Renovation works had been carried out at the Centre to improve its physical environment. Outdoor play area for the 2-5 years old children was renovated, giving our Centre a good face lift. New wooden and carpet flooring areas had respectively been installed.
- We had been working actively with KU Inclusion Support to provide inclusive environment to children with different needs and skills. In recognition of our efforts and our continuity of Inclusive Strategic Plan (ISP), we were presented with the title “Our service values inclusion” by KU Inclusion Support.
- Complimentary extra curricula activities were provided in the Centre such as Yoga, Piano Music Lesson and Mandarin lesson. Parents and children appreciated these free extra activities.

Playgroup

- Meadowbank Playgroup was established at the Meadowbank Centre in June 2017. It was run on a self-help model. The playgroup aimed to develop social support network in the community to enable young mothers, especially those from non-English speaking background, to break social isolation. It also supported young children to enjoy, learn and grow together through playgroup activities. It had to be temporarily suspended in late 2018 as most children attending the activity were going to primary schools and there was also a need to search for a person to lead the group.

5. Vocation and Training Services (VATS)

- VATS continued providing training and work placement to people facilitating their employment in the industry. Altogether 7 students were offered work placement in

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various units of CASS during the period being reported.

- In view of the demand for training courses in Aged Care and Disability Services, we worked in partnership with a RTO, Breakthru, in running two Certificate III Individual Support course in Campsie and Hornsby. The courses commenced in April and June 2019 respectively with a total of 28 participants.

CASS Family Day Care (CFDC)

- CFDC continued its role in supervising and training of educators providing family day care services to working parents.
- We strived to provide quality services through regular home visits to support and monitor the work of our educators. In addition, through newsletters, educators' quarterly meetings, trainings and workshops were organised to keep our educators up-to-date with skills and knowledge to run their family day care service effectively to meet required regulations.
- Our coordinating staff members had professional development training through reflection practices, external training sessions and professional studies.
- We had educators in 36 suburbs throughout Metropolitan Sydney. On average, each week we had 38 educators providing services to 231 children, which was Equivalent to 161 Full Time (EFT) hours.
- In FY 2018-2019, a total of 11 new educators joined us and 4 educators resigned due to retirement or family reasons. There were 43 educators in CFDC as at 30 June 2019.
- The Federal Government introduced new Child Care Package - Child Care Subsidy to replace the Child Care Benefit and Child Care Rebate with a single, means-tested subsidy since 2 July 2018. Also, E-signature system was used for families and educators electronically from 14 January 2019. Lots of teething issues were encountered in the initial implementation period causing payment problems. By the end of June 2019, almost all problems had been resolved.
- On 25 November 2018, we organised a Manly Beach Cultural Tour for our educators, their families and friends and our staff members. It was a great opportunity to develop bonding in a relaxing environment. A total of 30 people participated in the activity.

- In FY 2018-2019, 4 educators received the Five Years Services Award.
- With the increasing competition in the industry, efforts were made in the year to improve our marketing strategies for recruiting educators and attracting families to use our services in suburbs with high potential. The initiatives included participating in community events, such as information sessions, parenting talks, festive celebrations and distribution of flyers in targeted suburbs. We also conducted a survey in April 2019 to find out how families came to know our services.
- We created a WeChat group in April 2019 to promote our services and build connections with young families.
- We regularly published course information and flyers of CFDC via various CASS social media channels, newspapers and some local libraries.
- Three workshops were delivered to the community. A total of 46 participants attended the workshops.
- Two First Aid courses were organised for the public, a total of 37 people attended the courses.
- Two CPR trainings were organised for our educators and staff members. A total of 37 persons attended the courses.

6. 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 Engagement and Transition Support – Client Service (SETS). A three-and-a-half-year grant was awarded to our parent Company in January 2018 until June 2022. Settlement 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.

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

Referral Service

During the year, settlement workers assisted Chinese-speaking migrants at CASS Head Office in Campsie. They also provided outreach referral services at nine other locations, namely,

- Centrelink Office in Burwood;
- Centrelink Office in Campsie;
- Centrelink Office in Parramatta;
- Ashfield Civic Centre;
- Hills Community Aid Centre in Baulkham Hills;
- Hornsby Ku-ring-gai Community College;
- Hurstville Library;
- Meadowbank Activity Centre; and
- Rhodes Library.

Information Sessions & Expos

Settlement workers coordinated 60 information sessions/workshops and participated in various expos for Chinese-speaking migrants with a total attendance of over 2,200 people collectively.

A comprehensive range of topics were covered in the information sessions and workshops, such as health, personal and legal matters as well as welfare. Some of the highlights were:

- In partnership with Multicultural Health Service (Sydney Local Health District), 12 information sessions were held covering topics on 'Senior Rights', 'Raising Children in a 3-generation family', 'Healthy Brain', 'Bowel Screening', 'Macular Degeneration', 'Early Childhood Development', 'Foot Care', 'Children Nutrition', 'Oral Health', 'Scam Awareness' and 'Stroke'. The sessions had attracted over 420 participants.
- In partnership with TAFE NSW, 5 information sessions were organised for students in Adult Migrant English Program (AMEP) on the topics of 'Living in Australia - Settlement Concerns' and 'Aged Care Services in Australia'. Messages of settlement services were also conveyed to students. The sessions were attended by over 500 students.
- In partnership with the Australian Taxation Office, 2 information sessions on individual tax

return were held on 6 July and 22 August 2018 with a total number of over 70 participants.

- With funding from Organ and Tissue Authority Community Awareness Grants, 3 information sessions in Cantonese, Mandarin and Korean were held on 1 August, 2 October and 11 November 2018 respectively. About 130 participants attended the sessions.
- In partnership with Parramatta Library, 2 information sessions on 'Senior Rights' and 'Raising Children in a 3-generation family' were held on 13 and 27 August 2018. About 45 participants attended the sessions.
- In partnership with Ku-ring-gai Council, a series of information sessions was arranged at Gordon Library. The topics included 'Aged Care Services in Australia' on 7 August, 'Raising Children in a 3-generation family' on 14 August, 'Bone Health for the Seniors' on 21 August 2018. Three 'Volunteers Training' sessions were held on 28 August, 4 September and 11 September 2018. The sessions had attracted more than 150 participants in total.
- In partnership with Ashfield Library, 2 information sessions on 'Raising Children in a 3-generation family' and 'Tenants' Rights and Public Housing' were held on 25 September and 10 October 2018. About 60 participants attended the sessions.
- In partnership with Rhodes Library, an information session on 'Small Business' was held on 16 October 2018. A series of 'Child Health and Development' information sessions was held on 12 & 26 March and 23 April 2019 which were attended by over 70 participants.
- In partnership with Ku-ring-gai library, 2 information sessions on 'Stroke Awareness' and 'Healthy Brain' were held in Turrumurra and St Ives on 23 October and 23 November 2018 respectively. About 45 participants attended the sessions.
- In partnership with Diabetes NSW & ACT, two half-day workshops and an information session on 'Diabetes' were held in Hurstville, Baulkham Hills and Ashfield on 9 & 28 November 2018 and 26 June 2019 respectively. More than 260 participants attended the three events.
- In partnership with Canterbury-Bankstown Library and Knowledge Centres, 2 information sessions on 'Retirement Villages' were delivered in Campsie and Bankstown on 7 & 14

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November 2018. About 60 participants attended the two sessions.

- In partnership with Service NSW, 3 information sessions on 'Reducing Cost of Living' were held in Campsie, Auburn and Gordon on 16 January, 29 January and 26 February 2019 respectively. The sessions were attended by about 100 participants.
- In partnership with Hepatitis NSW, a Chinese Seniors Health Gala was held in Ashfield on 3 May 2019 with 240 participants. Fibroscan tests were conducted on 30 people during the event. The CEO of Hepatitis NSW was very pleased with the huge turn-out.

Community Development & Integration

Apart from providing face-to-face casework services and organising information sessions, settlement workers also arranged various community development programs/services for migrants to help them integrating into society, including:

- A "Speakers Corner" program which was co-organised with the Burwood Council on a weekly basis. A total of 37 sessions were held during the year with an average of 32 participants attending each session.
- Trained volunteers provided free form-filling services in Sydney CBD, Ashfield, Campsie, Hurstville and Rockdale. JP Service was also provided in Sydney CBD, Campsie and Rockdale. A total of 362 people benefited from the two services.
- As member of the St George Sutherland Shire Employment, Training and English Action Network, we participated in the Job Skills Day in Kogarah on 15 August 2018 and delivered a presentation on 'Job Skills for Aged Care and Disability'. We also participated in the 'Employability Skills Workshop' at TAFE Loftus Campus on 7 May 2019 and conducted 4 mock group interviews for 80 participants.
- In partnership with Ethnic Communities' Council of NSW, settlement worker participated in the 'Vote Talk Live' project aiming to increase the awareness of voting rights in the Chinese community. Seven interviews were conducted and recorded between 16 and 29 January 2019. Selected recordings were broadcasted on SBS radio.
- Jointly organised with ATO, Tax Help service was provided by trained ATO volunteers

between July and October 2018. About 130 people benefited from this service.

- Staff members continued to be interviewed by SBS Radio (Mandarin Program) once every month and other media such as SBS Radio (Cantonese), AUCNTV and Sydney Today.

Community Grants

We were successful in applying the following grants from a number of agencies to facilitate our settlement workers to conduct various projects for migrants:

- Burwood ClubGrants;
- Connecting Communities Challenge, SLHD;
- Fostering Integration Grants;
- Georges River Council Venue Hire Grants; and
- Organ and Tissue Authority Community Awareness Grants.

Community Relations, Events and Marketing

Highlights for the year included:

- We participated in a lot of events organised by other stakeholders and organisations, including Live Free of Hepatitis C Campaign, TVBA and ANHF Australian Seniors Expo 2018, TVBA Australia Carnival 2018, information stall in Cabramatta Moon Festival 2018, Korean Community Domestic Violence Expo, Georges River Council Australia Day Festival, Chinese New Year Celebrations organised by Georges River and Canterbury Bankstown Councils, Seniors Festival organised by Inner West Council, Sydney Local Health District Equity Fest, Ageing in a Digital World Conference, etc.
- On 25 July 2018, we attended the Hepatitis NSW's Hepatitis B End of Project Celebration at Surry Hills. CASS was acknowledged for its contribution to the Project in reaching an audience of close to 5,000 Chinese-speaking people, exceeding the KPI by 500%.
- On 27 July 2018, CASS representatives attended the World Hepatitis Day 2018 Awareness Campaign launch and reiterate our commitment to tackle the epidemic disease.
- CASS Charity Dinner 2018 was held on 28 July 2018 and over 550 participants attended the event. The event raised over \$100,000 for our new RACF Project.
- Our representatives attended the AGM of the Settlement Council of Australia on 1 November 2018.

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- We participated in the “No Excuse For Abuse” Walk on 23 November 2018. The event aimed to raise awareness on non-physical abuse against women.
- On 8 March 2019, CASS representative attended the International Women’s event organised by the Strathfield Council. The event centred on the theme of “More Powerful Together” and focused on women’s health.
- We continued to participate in the monthly “Community Hub” at Eastgardens.
- We continued to publish articles in Chinese under the pen-name of Kending. A total of 52 articles were released to the media in the year.

Participation On External Committees

CASS participated as a member in the following external committees:

- Bankstown-Lidcombe Hospital Multicultural Access Committee;
- Breast Screening Awareness Project Advisory Committee;
- Canterbury Bankstown City Council Arts & Cultural Reference Group;
- Cumberland Council CALD Communities Advisory Committee;
- Georges River Council Major Events Advisory Committee;
- Georges River Council Multicultural Reference Group;
- Hepatitis B Community Alliance;
- Hornsby Ku-ring-gai Multicultural Network;
- Inner West Council Multicultural Advisory Committee;
- Lower North Shore Multicultural Network;
- Northern Sydney Korean Network;
- Northern Sydney Region Chinese Community Network;
- Promoting Get Healthy Service Among Chinese Communities Advisory Group;
- Quitline Multicultural Advisory Group;
- St George Chinese Services Network;
- St George Sutherland Shire Employment, Training and English Action Network;
- Sydney Chinese Services Interagency; and
- Western Sydney Chinese Workers Network.

7. Technical Support Services (TSS)

TSS continued to provide a range of support services to various units of CASS during the year

being reported to enable smooth operation. The support services provided included:

- Conducted routine maintenance and emergency services to all buildings and equipment on properties owned or leased by CASS in Campsie, Hurstville, Peakhurst, Meadowbank, Belfield, Asquith, Ryde and St Leonards.
- Attended to day-to-day IT related problems encountered by staff members and also setting up/configuring PC whenever new staff members came on board.
- Managed the IT and telecommunication systems in CASS to ensure that the systems functioned smoothly and without problems. Arranged remedial services promptly to minimize the disruption to CASS normal services.
- Arranged purchases of IT related equipment needed by the operation of CASS services.
- Arranged necessary works to effect renovation plans of designated properties of CASS.
- Undertook capital building projects such as Asquith RACF development, Group Home, arranging DA submissions for newly purchased properties as required.
- Applied grants as opportunity arises for renovation or capital projects as appropriate.
- Represented CASS at Strata / Building Management / Plaza Deed committee meetings and other external meetings related to the functions of the TSS Unit.
- Managed the transport operation: maintaining the company fleet of vehicles for use by staff members to conduct business, and providing bus and driver whenever and wherever required, including the operation of Before and After School Care of Campsie Child Care Centre (CCCC), Hua An Seniors Activity Group and Peakhurst Day Care Centre.

Capital Projects Commenced or Completed (including renovations works partly or fully funded by Government grants):

- Under the Stronger Communities Program 2018: CCCC rain-water tank; creating garden in HCCC; Respite Day Care Refurbishment at #46 Third Avenue, Campsie;
- Under the Community Building Program: accessible office renovation at #46 Third Avenue, Campsie; HCCC re-roofing;
- Under the Solar Community Program: installing solar system at Peakhurst Centre; installing solar system at HCCC;

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- Under the Celebrating Diversity Grant Program - Special for Peakhurst Respite Care Centre renovation.

8. Human Resources Management (HRM)

Associated with the tremendous expansion of services CASS Care provided to the community in FY 2018-2019, to ensure the quality of our services, more staff members with high-calibre talents were brought on board. The size of our workforce has grown substantially. Also, we put in place the first Enterprise Agreement giving better-off pay and benefit conditions for our staff members. All dedicated and well-performed casual staff members were offered the opportunity to become permanent employees, leading to around a quarter of them becoming permanent staff members.

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

- As of 30 June 2019, CASS Care employed a total of 346 staff members, of whom 254 (73%) were permanent or fixed term staff members and 92 (27%) were casuals. The number of full-time equivalent (FTE) employees was 221. Compared to FY 2017-2018, the size of our workforce had increased by 12%.
- 87% of all staff members were female and 13% were male.
- Among all staff members, 7% of them were at age between 20 and 30, 14% at age between 31 and 40, 37% at age between 41 and 50, 31% at age between 51 and 60, and 11% at age above 60.
- 6% of all staff members possessed qualification of Master degree or above, 13% had a Bachelor degree, and 81% had other qualifications such as advanced diploma and certificate. 67% of our staff members obtained their qualification in Australia, while the remaining obtained their qualifications overseas.
- The average length of service for our staff members was 5.1 years. About 12% of the staff members had served for more than 10 years, 26% had served between 5 and 10 years, and the remaining 62% had served less than 5 years.
- The overall turnover rate was about 8.9%, dropping 1.1% from the previous year.
- The average hours that a staff member of ours attended training/professional development was about 9.5.

9. Corporate Affairs (CA)

In January 2019, the Corporate Affairs (CA) Unit was formed extending the functions carried out previously by the Management and Technical Support (MATS) Team. It provided support services to various units to enable their smooth running. Apart from supporting the Board and the Corporate Services Directorate of both the parent Company and CASS Care Ltd, CA delivered the following support work, including and not limited to:

- supported the Promotion Team in developing and maintaining CASS websites;
- supported the IT team of TSS unit in maintaining and installing monitoring systems, internet and landlines;
- supported the maintenance team of TSS unit in works carried out at all premises;
- assisted in the project to develop a Residential Aged Care Facility in Asquith;
- assisted HAS unit in conducting survey of its clients;
- assisted DS unit in preparing for NDIS quality certification;
- assisted CCS unit in licencing matters; and
- explored business opportunities and the use of new technology in our services.

Volunteers' Coordination

- The Department of Health continued providing funding under "Community Visitors Scheme" (CVS) program. In the year, a total of 865 community visits were paid by our volunteers.
- Altogether 6 volunteers' training sessions were held in the year with a total of 126 attendees. Feedback from participants was positive and affirmative. Volunteers understood their roles, responsibilities and the requirements of CVS and Connect Call Services.
- A sharing session attended by 10 participants was held for our volunteers on 23 November 2018, in which information about "My Aged Care" was introduced.
- A CASS Care Volunteers' Team (CCVT) Gathering was held on 14 October 2018. A total of 104 persons attended the event.
- CASS 2019 Volunteers' Thanksgiving Luncheon was held on 19 February 2019. This event was held to celebrate the 10th Anniversary of CCVT, Lantern Festival of the Lunar New Year and NSW Seniors Festival as well. A total of 290 people attended the event.

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11 volunteers were conferred with CCVT membership, and over 180 active volunteers were each presented with a Certificate of Appreciation.

- Some of our volunteers were acknowledged publicly with the awarding of certificates, including the 2018 NSW Premier's Volunteer Recognition Program, 2018 NSW Volunteer of the Year Awards, St George Community Awards and Watson Volunteer Awards 2019, and 2019 NSW Seniors Local Achievement Awards, etc. Altogether 15 volunteers and 2 of our teams (CASS Care Volunteers' Team and Ashfield Environmental Activity Team) were acknowledged during all those different ceremonies.

Kitchen Operation

- Our Kitchen continued providing meals and snacks catering the needs of our RACF in Campsie. It also catered the needs of our Campsie and Hurstville Child Care Centres and our aged day care operation in Campsie and Peakhurst, as well as meeting meal orders of staff members and volunteers.
- The NSW Food Authority conducted an unannounced audit in November 2018 on our Kitchen. An 'A' grading was obtained.

Reception

- The Reception at the Head Office handled a total of 12,346 telephone enquiries in the year being reported. Among them, 4,138 (34%) enquiries were made on Settlement Services, 1,386 (11%) on Aged Care related services, 1,138 (9%) on CASS activities/information sessions, and 2,889 (23%) on miscellaneous matters or call transfer.
- The Reception also attended to a total of 5,502 walk-in enquiries, with 1,377 (25%) enquiries made on Settlement Services, 1,002 (18%) on CASS activities, information sessions, CASS employment and volunteering services, 967 (18%) on referrals to CASS staff members, and 664 (12%) on miscellaneous matters.

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



Dr. Bo Zhou – Director



Mr. Anthony Pang – Director

Dated this 4th day of October 2019.