



caringa 
A Complete Life

2019
Annual Report

Acknowledgement of Country



Caringa acknowledges the traditional owners and custodians of Australia.

We pay our respects to elders both past and present, and all Aboriginal peoples within the Clarence Valley and Coffs Coast and region.

Bundjalung, Gumbaynggir, Yaegl

About Caringa Australia Ltd

Caringa Australia Limited (Caringa) is a diverse, mission-focussed, values-based and socially responsible organisation with its base in Grafton, NSW and operations across the Clarence Valley and Coffs Harbour Council areas. Caringa is a trusted and leading provider of National Disability Insurance Scheme (NDIS) supports and services.

Caringa has been operating since 1953 when the community first raised funds to start a school for children with disability. Caringa is an innovative and professional organisation, offering people with disability a diverse range of supports and services.

We continue to evolve to meet contemporary demand and to co-design services with clients.

Caringa can provide services to all NDIS participants regardless of how your plan is managed (NDIA Managed, Plan Managed or Self Managed).

- Therapy (multidisciplinary)
- Supported Independent Living (SIL)
- Support Coordination
- Daily living skills and support
- Specialised Disability Accommodation (SDA)
- Supported Employment
- Customised Employment
- School Leaver Employment Supports (SLES)
- Social and Community Inclusion
- Plan Management
- Short-term Accommodation
- In-home supports
- Capacity Building

Caringa Australia Ltd. is registered with the NDIS Quality and Safeguards Commission.

Registration No. 4-3LLO-1022.

Caringa is a Registered NDIS Provider | **Provider No. 4050000721.**

Caringa supports the experience and enjoyment of *A Complete Life* with choice and independence.

Governance

Caringa's Board of Directors are all volunteers drawn from a diverse cross-section of the local community. They are generous with their time, knowledge and skills. The Board's role is Corporate Governance; they set Caringa's Strategic Vision and Focus for the future. All Directors are active on Board mandated Sub-Committees to actively implement good governance and sound financial and risk management strategies across the Company. Directors are committed to contributing effective and contemporary skills to Caringa. In 2019, they have participated in ongoing professional development with the Australian Institute of Company Directors in governance, finance, strategy and risk.



COLLEEN
PRITCHARD

CHAIR



STEVE
MCKIMM

VICE CHAIR



KENN
PAYNE

COMPANY SECRETARY



DEB
VLASTARAS



MATTHEW
KATON



CORALIE
HALL



TIM
WHITE

Mission & Values

To Support and Empower People with Disability

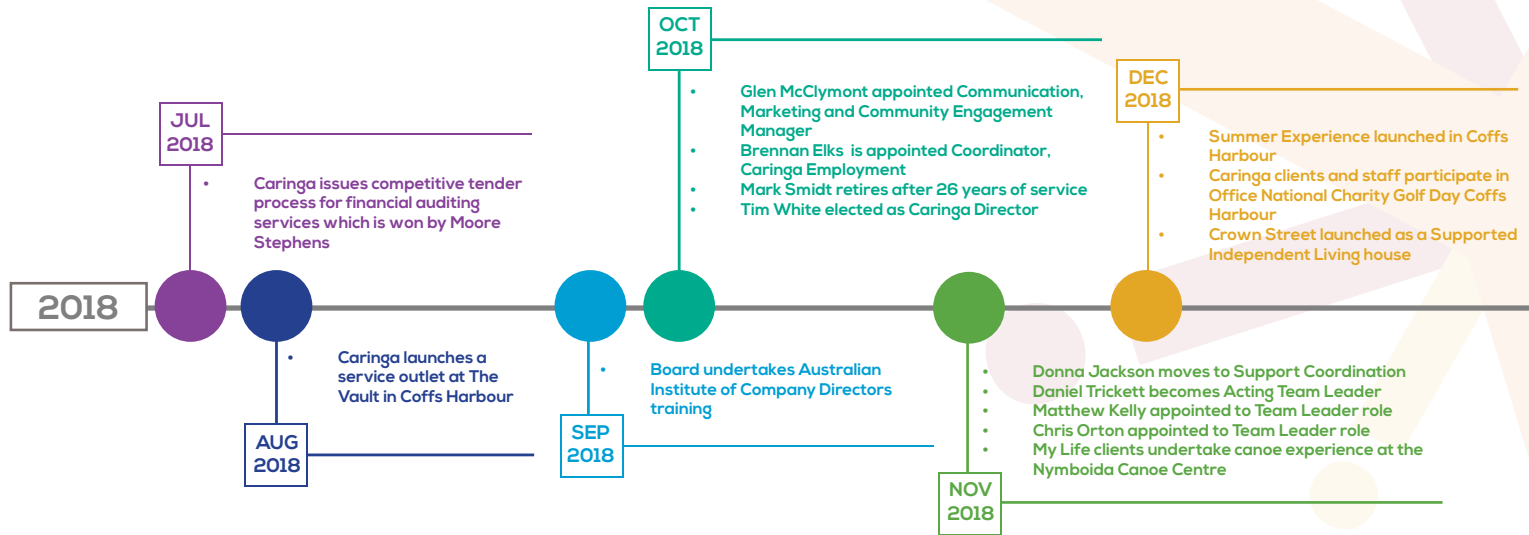
RESPECT | ACCOUNTABILITY | EMPOWERMENT | INCLUSION | COMMITMENT | RIGHTS | PURPOSE

- We are person centred and community focused.
- We are accountable, ethical and financially responsible.
- We are making a positive difference in the lives of people with disability and their families.
- We value the individual strengths of the people we support and the people we employ.
- We provide appropriate and desirable working conditions to our staff.
- We support the rights of children and people with disability in all aspects of our service.
- We are one team with common goals.

Strategic Objectives

- Caringa has a well-recognised and respected brand.
- Caringa has a professional culture that supports our clients and staff.
- Caringa will maintain and grow our customer base.
- Caringa has a sound governance framework.
- Caringa will establish and maintain effective systems.
- Caringa aims to operate at a 5% nett surplus.

Milestones



2019

JAN
2019

- Summer Experience holiday program continues in Coffs Harbour

FEB
2019

- Caringa confirms its investment strategy

MAR
2019

- Ruby Grieves wins CTARS Customer Engagement Award

APR
2019

- Letters patent issued to enact Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability

MAY
2019

- NDIS Quality & Safeguards Audit
- Anna Walsh appointed to Plan Management/Support Coordination
- Books & Gifts Direct ceases operations
- The Hon Stuart Robert MP appointed as NDIS Minister in Morrison Government

JUN
2019

- Guy Robertson appointed Chief Operating Officer
- Zachary Page appointed Client Services Manager
- Ashleigh Kilmore appointed to Team Leader role
- New Caringa website launched

When listening and yarning with Supported Employees at our regular meeting at Caringa Employment, it is apparent their assertive, confident free-flowing advice and humour reflects the dedication and empathically inclusive professionalism of Caringa staff. It is humbling to experience the warmth and friendship clients and staff communicate between each other. With this respectful strength and the guidance of the CEO, Leadership Team, fellow Directors and, the invaluable advice and goodwill from supported employees, staff and members, Caringa continues to evolve as a vibrant, innovative and compassionate disability service supporting *A Complete Life*. Within the National Disability Insurance Scheme (NDIS), CEO Rachel Choy and the Leadership Team of Guy, Vishal, Glen, Brennan, Ruby and Zac have drawn on their wide experience, research and consultation. They have implemented the advice of many experts in accounting, systems management, human resources, other disability services, staff, parents and clients. Rachel has ensured we have experienced and learnt from the very best in our field. Directors have undertaken training with the Australian Institute of Company Directors (AICD) in governance, risk, strategy and finance. Some Directors are graduates and members of AICD and others are continuing their studies. Education and professionalism has become a hallmark of Caringa and all staff are encouraged to undertake further study.

Vishal Sharma, CFO supported by the skilled finance team oversees the financial viability of Caringa and provides the CEO, leadership team and the Board with timely and accurate financial information. Coupled with informed assessment and comparative financial analysis of possible options, the Board, after lengthy and spirited debate, is in a position to make informed strategic and financial decisions for Caringa.

The Caringa Board is aware that over the past two years the emphasis has been on professional development and, organisational and process change. However, this has not been at the expense of providing quality services. The organisational changes have allowed us to be at the forefront of meeting the demands of the NDIS and providing a responsive service for clients now and into the future. They have also contributed to enhanced transparency, accountability, the management of risk and informed decision making.

Under Brennan Elk's guidance Caringa Employment is moving into a new era of efficiency, expanded roles and, more satisfying work for supported employees. Each business under the Supported Employment umbrella is gradually evolving and new ventures are being investigated. Communication with the community and community involvement has blossomed.

Caringa's website, social media engagements and Caringa's

Chair's Report

Colleen Pritchard

community participation/sponsorship all highlight Caringa's deep commitment to our local communities in the Clarence and Coffs area. Caringa is in the fabric of local life not only as a service provider but as an active participant.

Glen McClymont ensures that Caringa is actively involved in disability advocacy, fostering interagency cooperation and networking throughout the community. Importantly, Caringa's mission is best experienced seeing people with disability enjoying community activities and Supported Employees at work. It is also reassuring to frequently hear the community express an appreciation for the outstanding work of Caringa's staff and a readiness by the community to accept and embrace the skills, talents, and contributions of our clients.

In the next financial year, the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability will be hearing submissions. The Royal Commission hearings are vital for the wellbeing of people with disability and Caringa intends to actively support and participate in this process and to implement any changes arising from findings.

Introducing and consolidating our current and new services in the Clarence and Coffs area has often stretched our hardworking staff, however, they continue to provide excellent services. It is anticipated we will be able to extend services to the Lower Clarence area over the next few years.

I wish to thank Caringa's Directors for allowing me to be a member, a Director and the Chair of a wonderful and exciting organisation. Over the last 5 years I have seen a solidly managed locally grown organisation morph into a modern robust organisation that still maintains the values of its early pioneers of 1953. These men and women saw a need to empower people with disability and worked tirelessly to build facilities, provide accommodation and disability enterprises, whilst creating a variety of life enhancing activities. Today, we continue their vision within a revised contemporary social and business context.

Thank you participants and families, supported employees, staff and managers, leadership team, Rachel (CEO), Board members Steve McKimm, Kenn Payne, Deb Vlastaras, Coralie Hall, Matt Katon and Tim White. All the Directors have voluntarily contributed to Caringa their professional skills, empathy, time, team cooperation and, insightful playful humour.

I also invite the community to apply to be members of Caringa Australia Ltd and support each person with disability to live *A Complete Life*

Colleen Pritchard | Chair

Chief Executive Officer

Rachel Choy

2019 has seen positive and significant change evidenced by the confidence with which clients communicate with Caringa. As I write this, I'm sharing work space with new Client Services Manager, Zachary Page who is taking an impromptu appointment with a client who wants to amend her participation choices. She is completely clear about how and when she wishes to engage with Caringa. This is the NDIS achieving its intentions.

Due to Caringa's reputation, we have seen an ever-increasing demand for our services. This has been a delight and a challenge. As predicted by the Productivity Commission and experienced by NDIS providers across Australia, it has been a challenge to recruit necessary numbers of suitable staff to meet full demand. Caringa is continuously recruiting and as an employer of choice in our region receives a tremendous volume of applications but actual intake remains low as we only select the most suitable candidates.

Caringa's frontline team are recognised as committed professionals within and outside our organisation. They are highly visible in the local communities where our clients live, work and play as they unobtrusively support our clients to achieve *A Complete Life*

They are all working very hard and are Caringa's superstars. I sincerely thank each person for his or her contributions. The staff survey this year highlighted that all staff, regardless of their role within Caringa love supporting the experience

of joy, achievement and satisfaction for clients. In particular, I wish to acknowledge Cylie Brown, Anthony Dahl, Jeremy Cone, Sarah Warren, Anthony Shortt, Katherine Reynolds, Sjane Shoebridge and Mitch Reynolds for their many extra hours of support underpinned by an 'above and beyond' attitude; for being outstanding workers and excellent employees. Behind the scenes juggling the demands of deploying our human resources are Karen Wynn and Sean Austin who perform a stressful and thankless job in scheduling. Thank you both as without your persistence and patience, everything would just stop.

During this financial year, Caringa has welcomed new and old faces to the leadership team. Glen McClymont was headhunted into the role of Caringa's foundation Communications, Marketing and Community Engagement Manager. With a varied background in both the commercial and not for profit sectors and a deep understanding of the NDIS and rapport with clients gained from being a NDIS Local Area Coordinator, Glen has taken Caringa's engagement with clients and community to a new level. Glen has consolidated Caringa branding and this includes a new easy read website and active social media engagement. There have been internal staff movements. Guy Robertson was promoted from the Client Services Manager role to Chief Operating Officer in recognition of his broad ranging responsibilities across Caringa's full operations. Zachary

Chief Executive Officer

Rachel Choy

Page is now Client Services Manager and Brennan Elks is Coordinator, Caringa Supported Employment. Both Zachary and Brennan are Caringa-grown leaders having respectively commenced as frontline workers fifteen and eighteen years ago. They are providing thoughtful, effective leadership to their teams.

Brennan has led transformational change at the Australian Disability Enterprise. It is a revitalised workplace and service defined by dignity, respect, professionalism and camaraderie. Caringa Employment's services and products are second to none, and attract a loyal customer base which has been growing this past year. And based on past performance, Caringa is expecting great things of Zachary.

The new look leadership team comprises Vishal Sharma, Guy Robertson, Glen McClymont, Ruby Grieves, Brennan Elks and Zachary Page. A collection of fine individuals whom I deeply respect and appreciate as colleagues. We are an accountable, transparent and supportive team. We welcomed Ashleigh Killmore, Chris Orton and Matthew Kelly as new Team Leaders this year joining the existing team of Michael Ada, David Green, Shayne Martin, Paul McKenzie and Col Wormald. Dan Trickett has been Acting Team Leader for part of the year. This group is the link between strategy and execution and are critical to our success in service delivery. They work incredibly hard for their clients,

their team and for Caringa.

In August 2018, Caringa launched its Coffs Harbour service outlet at The Vault in Harbour Drive. This contemporary space hosts our very visible presence in Coffs and provides a meeting point for the provision of any centre based services and engagements with clients.

Caringa focused on compliance this year as we transitioned into the NDIS Quality & Safeguards Commission's new rules and standards. Caringa passed this new audit and we also continue to be certified for the National Standards for Disability Services (NSDS) allowing us to provide Supported Employment to individuals outside the NDIS. Ruby Grieves is principally responsible for our NDIS audit success and Anthony Carthew for our positive NSDS audit result.

Caringa has ended this year with a 6% surplus. Holiday Experience based in Coffs Harbour was launched and over the year we have witnessed growing attendance and many repeat participants. Caringa experienced growth across all services, especially in the Support Coordination and Plan Management space. Donna Jackson and Anna Walsh joined this team and along with Nicky Tyler they ensure that NDIS plans are optimised with a range of providers best suited to meet their clients' goals. They are respected as consummate professionals in their field by clients, planners and other agencies.

This year Caringa implemented an investments strategy to

Chief Executive Officer (Cont)

Rachel Choy

ensure our cash provides better returns. This secures a substantial independent and discretionary income stream to fund amongst other things capital investment and professional development. The Board undertook a highly robust process over seven months to determine parameters and to understand and mitigate risk for such an undertaking. This is new territory for Caringa and highlighted the Directors functioning at the peak of their strategic powers. I congratulate them for rising to the challenge. This growing nest egg ensures Caringa's financial position into the future. This is the current Board's legacy to the membership and the Caringa community.

Caringa has retained our position in 2019 and the challenge in 2020 is to maintain and continue to improve and innovate. Caringa will use its surplus to establish an Allied Health/Therapy service in response to demand. Wait lists are long and many clients forced to travel out of area to receive therapy, which significantly improve their quality of life. Caringa's entry into this market will supplement existing services in the Clarence and Coffs areas and extend to clients in the Lower Clarence. Additional growth will be determined by our ability to resource growth whilst maintaining our values, quality and commitment to existing services. Caringa will actively participate in and support the upcoming Royal Commission to ensure our industry is as safe as it can be.

The Caringa Board has worked tirelessly this year. They have upskilled in governance, finance and strategy, and they have learned to navigate new software as Board meetings are now paperless. I thank them for their support, guidance and for being such great stewards of Caringa.

To everyone at Caringa - keep those engines running as 2020 is full of aspiration and innovation as we continue to support *A Complete Life*

Rachel Choy | CEO

Chief Financial Officer

Vishal Sharma

It is my privilege to present the annual financial report for Caringa Australia Limited for the year ended June 30, 2019. This was the first full year after transitioning to the NDIS.

At the beginning of the year we began implementing a range of strategic initiatives and knew that these efforts would put pressure on Caringa's economic model going forward. We accepted the risk in light of the potential for several of these strategic efforts to generate meaningful top-line growth over the long term. As expected, the operating expenses increased faster than revenues, reducing our margin compared to the 2018 year. However, I am pleased to report that we continued to deliver healthy operational and financial outcomes.

Caringa exceeded its budgeted net margin target by ending the year at 6% surplus and achieving an equity growth of 10%. This cash flow enabled us to continue implementing our strategic priorities and investing in core services and activities, while ending the year with a stronger-than-expected balance of unrestricted reserves. These reserves are crucial in providing Caringa with sufficient financial flexibility to execute our mission and sustain services through economic cycles over the long term.

Our main source of revenue was from supports provided to our clients who are NDIS participants. Our gross income from services provided was essentially level with the previous year. Caringa's employees are our most valuable

resource. Accordingly, our employment costs formed 82% of our total expenses (last year 79%). Caringa continues to operate on an efficient corporate model resulting in a low administrative overhead.

We are dedicated to investing for growth while continuing to be mindful of our cost structure. Caringa issued a competitive tendering process to obtain the best value independent financial auditing services. This was a comprehensive and exhaustive process shortlisting three firms with Moore Stephens winning the tender to provide services inclusive of EOFY 2021 and resulting in cost of audit savings to Caringa.

All the employees in the organisation are passionate about putting clients first, striving to support *A Complete Life*. I am more excited than ever about the opportunity to demonstrate that when we do right by our clients and put them first, our employees and the organisation as a whole also win.

Thanks to our operational growth and financial discipline, for the past several years we have been able to execute Caringa's mission, consistently generate operating surpluses, and conclude each year with a healthy reserves balance. Our goal is to continue delivering sound and consistent financial results going forward.

Chief Financial Officer (Cont)

Vishal Sharma

Outlook for 2020

We expect to be operating in an environment of uncertainty as the pace of changes in the sector is immense. Still our growth expectations for next year are aggressive and we are confident of navigating through myriad challenges. We will continue to closely monitor the actual financial performance versus budget as the year progresses. Contingency plans are in place should revenues fall short and, as in recent years, Caringa's overall performance may turn out better than we anticipated.

The management team at Caringa is committed to achieving its vision, yet is flexible on the details of how it will achieve it. As a community organisation we are open to suggestions from all stakeholders for diversifying our revenue streams. We are willing to make investments within our strategy and mission but only when we find opportunities where we have both a competitive advantage and the ability to scale.

In summary, our financial outlook for 2020 is positive. Caringa's economic model and reserves balance are strong, positioning it to continue providing robust support to its clients. We remain resolute about extending Caringa's record of prudent resource stewardship, and look forward to rising to the challenges ahead.

I would like to thank my finance team: Sue Pearce, Mel Gaddes and Clancy Pateman for their untiring work

throughout the year. I also extend my appreciation to all our clients for their trust in Caringa, and complement the frontline staff, administrative staff, leadership team, and Directors for their continual support which contribute to Caringa's success.

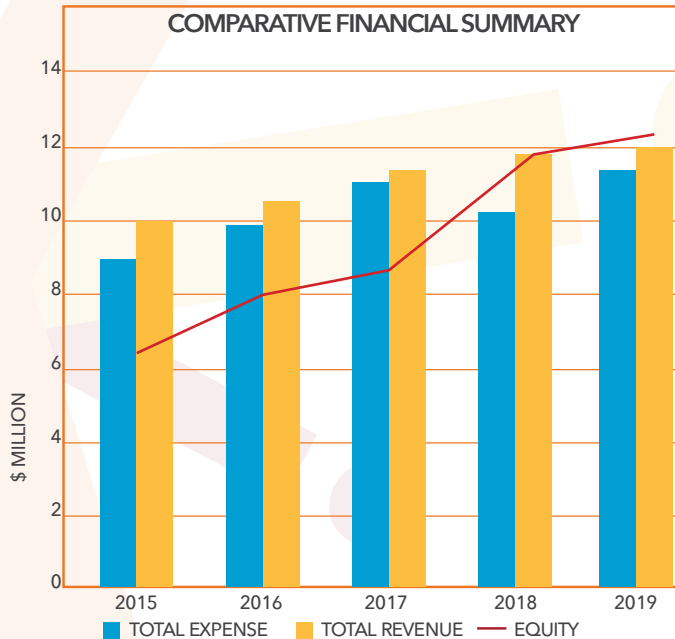
Vishal Sharma | Chief Financial Officer



Chief Financial Officer (Cont)

Vishal Sharma

COMPARATIVE FINANCIAL SUMMARY



PROFIT & LOSS STATEMENT

	FY '19	FY '18
	\$000	\$000
INCOME		
OPERATIONAL	10,001	6,874
GRANTS	639	3,745
SALES	917	966
OTHER	476	204
TOTAL INCOME	12,043	11,789
EXPENSES	\$000	\$000
STAFF & RELATED	9,352	8,062
OPERATING & ADMINISTRATIVE	992	1,207
PROPERTY, VEHICLES & DEPRECIATION	695	612
COST OF GOODS SOLD	318	317
TOTAL EXPENSES	11,357	10,198
NET SURPLUS	686	1,591

BALANCE SHEET

	FY '19	FY '18
	\$000	\$000
ASSETS		
CASH & TERM DEPOSITS	4,616	3,752
INVENTORY & RECEIVABLES	356	442
PROPERTY & EQUIPMENT	3,963	4,269
TOTAL ASSETS	8,935	8,463
LIABILITIES	\$000	\$000
EMPLOYEE BENEFITS	899	834
PAYABLES & OTHER LIABILITIES	463	743
NON-CURRENT LIABILITIES	282	281
TOTAL LIABILITIES	1,644	1,858
EQUITY	7,291	6,605

Chief Operating Officer

Guy Robertson

The 2018-2019 Financial year has been complex and has required us to be even more agile in the way we consider and respond to changes in our industry. This year was the first complete financial year at full NDIS rollout. The industry as a whole has seen several significant changes over the year. Firstly, the rollout of the NDIS Quality & Safeguards Commission which introduced new and more comprehensive registration requirements. Consequently, we have spent a significant amount of time and effort reviewing existing policy and creating new policy to meet these requirements.

Secondly, on the 4th April 2019 the Governor General, Sir Peter Cosgrove AK MC (ret'd) issued letters Patent formally establishing the Royal Commission into Violence, Abuse, Neglect, and Exploitation of People with Disability. Caringa will respond to anything required by the Royal Commission as part of its inquiry and this will constitute part of our operational focus in the coming financial year.

Caringa has a zero tolerance to violence against, and abuse, neglect or exploitation of people with disability. Caringa welcomes the establishment of the Royal Commission and awaits the recommendations the Commission will provide to government upon conclusion of the Commission. Caringa are steadfast in our commitment to implement any recommendations of the Commission.

Perhaps the biggest challenge we have faced from an

operations perspective this year is keeping up with demand for our services. We have operated very leanly this financial year and as such we have struggled to keep up with demand. This is due to multiple factors, with a large component of this issue being related to challenges in finding trained and appropriate staff to fill advertised frontline positions. We will continue to implement strategies to increase our capacity to provide services, and assist people to have *A Complete Life*

Regardless of the challenges this year has brought us, Caringa has moved forward with the implementation of our Strategic Plan, realising several great achievements:

- We have grown our brand recognition and service delivery offerings in Coffs Harbour, particularly with the successful series of school holiday programs, and School Leaver Employment Supports (SLES).
- The appointment of a new client services manager in Zachary Page.
- The appointment of new Coordinator, Caringa Employment in Brennan Elks.
- DNV Global recommending recertification of Caringa with The NDIS Quality & Safeguards Commission.
- Significant improvements to systems efficiency and effectiveness.
- Improved and expanded business streams into new areas, particularly at Caringa Employment.

Chief Operating Officer

Guy Robertson

- Caringa's Supported Independent Living programs operating at over 90% capacity for most of the year.
- Research was undertaken to support the creation of a Caringa Therapy team.

Looking forward to the new year Caringa will be focussed on building workforce capacity, developing human resource systems, delivering further efficiencies and the consolidation of our new business streams. We will look to further resource Operations in order to maintain existing high standards of support to our clients while we continue to grow. This will present many more challenges, however, it is a challenge our team will rise to. Our collective experience, teamwork and commitment to people with disability leaves us well placed to continue our growth while simultaneously providing the quality supports for which we are known.

Guy Robertson | Chief Operations Officer

YEAR IN REVIEW HIGHLIGHTS



160

Support workers provided



174,000

hours (35,550 shifts) of direct support to



189

people with disability in



1

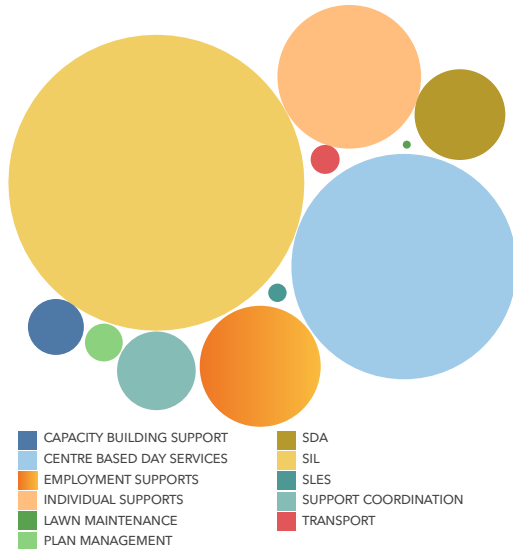
financial year 2018 - 2019

GRUFC
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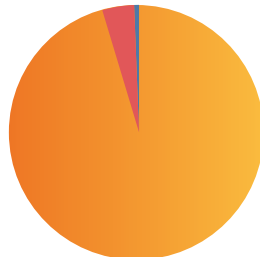
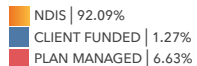
Chief Operating Officer (Cont)

Guy Robertson

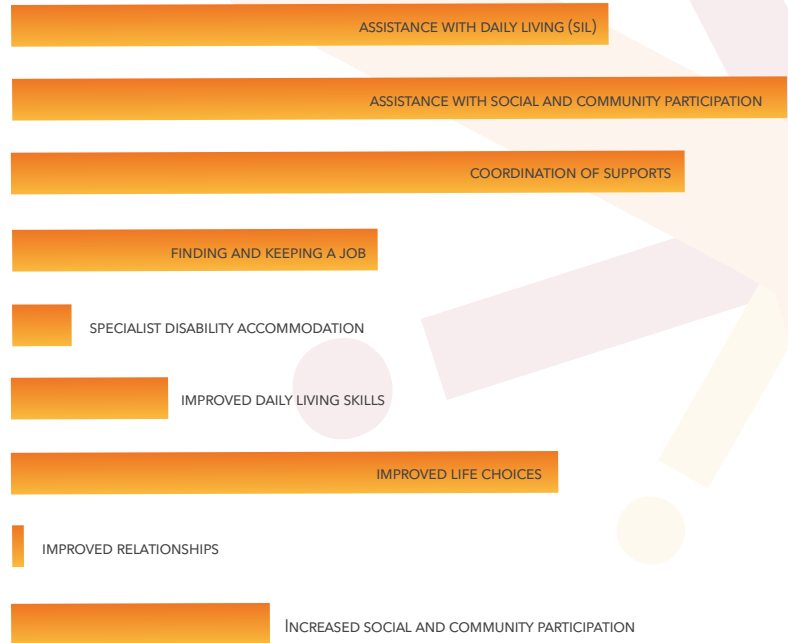
REVENUE BY SERVICE TYPE



REVENUE BY BILLER TYPE



SERVICES BY CLIENT



Client Services

Zachary Page

Firstly, I should introduce myself as the new Client Services Manager at Caringa Australia. For those that don't know me, I have a history with Caringa starting as a Support Worker in 2004. Over the years I have filled many different positions, always enjoying roles which helped me understand and assist Caringa clients to the best of my ability. After all, that's why I joined Caringa in the first place. Most recently I have fulfilled the role of Team Leader. This role gave me a greater understanding of the processes and systems that help Caringa do what it does best; provide quality support to those who need it.

For all but the final 4 weeks of the 2018 - 2019 financial year I was a Team Leader across the Clarence Valley and Coffs Harbour areas. For Caringa Team Leaders the year presented many challenges associated with what was definitely a learning phase in the rollout of the NDIS and for the industry as a whole. We supported not only our clients and each other in negotiating these challenges but also other service providers, NDIS planners, LACs, parents and representatives just to name a few. We played an important part in providing clear positive advice and information to those that need it, often urgently.

In my short time as Client Services Manager I have already found my previous experiences to be invaluable. It has helped me understand, and continue to improve, how Caringa can best meet the needs of both our current and

future clients. What it has also given me is a great appreciation for the part our staff, at all levels, play in continuing to make Caringa the great organisation that it is. With this in mind I am passionate about Caringa maintaining its status as an 'employer of choice' with a focus on staff development. After all, it's our staff that set us apart.

I look forward to the challenges ahead with the fantastic team we have in place. Consolidating the achievement of the past year and investing in the future. I also look forward to continuing to learn every day from our clients and their supports as to how I can assist in making Caringa an even better option for those who need us.

A few key priorities over the next 12 months include reviewing and refining the way we deliver services across all of our Community Hubs, broadening the scope of Short-term Accommodation supports and expanding Coffs Harbour's successful School Holiday Experience offerings and School Leavers Employment Supports into the Clarence Valley.

With demand for our services never stronger and our growing team of dynamic frontline staff, the future certainty looks bright for Caringa.

Zachary Page | Client Services Manager

Caringa Employment

Breunan Elks

After the first two years of transition to the NDIS, Caringa experienced a reduction in the number of supported employees receiving employment supports in their NDIS plans. I'm glad to report that since October 2018 Caringa Employment has turned this around. Supported employee numbers increased by over 12%, during the remaining financial year with more people showing interest in the services and training provided by Caringa Employment. As the only Australian Disability Enterprise (ADE) in the Clarence Valley we have opened our doors to work with other local services to help participants find employment. This has led to a number of school-based NDIS participants placed in work experience.

Books & Gifts Direct ceased operations this year based on a business decision made in the previous year. Declining sales and increasing overheads meant it was no longer a viable opportunity for Supported Employment or for Caringa. Thanks to everyone who was involved in Books & Gift Direct over the years and the hard work they put in to try to make this venture a success. All employees and supported employees from Books & Gifts Direct have been retained by Caringa and redeployed.

Topcuts lawn service has changed its name to Caringa Topcuts Lawn and Gardening. This financial year has seen

this business unit recording a remarkable increase with over 47% growth in its customer base for mowing alone. Topcuts still provides its high quality commercial mowing service but we now include domestic lawns, a gardening and rubbish removal, bindii, broadleaf and weed control services. By offering new services, we have provided more choice for our participants and attracted new customers. Topcuts has extended some of its service offerings to include Iluka, Yamba, Maclean, Townsend, Brooms Head, Brushgrove, Ulmarra as well as South and North Grafton. This increase in business has enabled Caringa to expand and create a second work crew. Topcuts maintains an amazing 100% satisfaction rating from its long-term customer base.

The sale of manufactured products has remained steady with peg sales looking at a slight downturn due to the completion of some major projects in the region such as the Highway upgrade. Pole caps sales remain strong as does our relationship with our major customers across the board. We have many opportunities to expand operations in the near future so things are looking positive.

Using existing resources, Caringa Employment has created a crew to service the organisational maintenance requirements of Caringa's large and growing assets/infrastructure. This has seen maintenance issues across Caringa addressed quickly and provides greater choice and yet another training and employment opportunity for our participants.

Caringa Employment

Brennan Elks

Production numbers for 2019

- Steel Products: pole caps 34,828, identification discs 75,000, angle brackets 55,000
- Pegs 126,780 (55% painted)
- Destroyed over 28,000 kg of confidential documents
- Completed 73 internal maintenance requests
- Topcuts serviced over 870 jobs

I thank the entire Caringa Employment team for their ongoing professionalism and dedication to providing quality products and services to our customers and the local community. Well done Team.

Brennan Elks | Coordinator Caringa Employment



This year saw the next major change under the National Disability Insurance Scheme (NDIS) with the introduction of the NDIS Quality and Safeguards Commission in NSW and SA. The NDIS Commission is an independent agency established to improve the quality and safety of NDIS supports and services. They aim to provide national consistency, promote safety and quality services, resolve problems and identify areas for improvement.

With this introduction also came new requirements for registered NDIS providers to comply with the NDIS Code of Conduct and NDIS Practice Standards. During this transitional period Caringa also undertook dual audit processes for both NDIS and National Standards for Disability Services (NSDS), which we still maintain for provision of supported employment for people with a disability over the age of 65. Caringa were required to commence our NDIS registration process in September 2018 and have now been recommended for Certification for both NDIS and NSDS supports by our Audit body. There have been quite a few changes in the audit requirements under the NDIS Commission, including the requirement for annual surveillance audits every 12 months and re-certification audits every 3 years. The reports produced are much more comprehensive and provide clear insight into how Caringa are meeting the elements of the Practice Standards and offer valuable observations for consideration.

All of which means that the closer they look, the more we are sure we are doing the right thing.

One of the most important things about the NDIS Practice Standards is the focus on participant outcomes. All compliance requirements relate back to the achievement of goals and holds service providers accountable for the promise they make to their clients.

Caringa has committed over the past year to updating our resources and accessibility for our clients. These updates have been supported by the introduction of the Communication, Marketing and Community Engagement Role which has reinvigorated our social media presence, updated our website, developed a new welcome pack and facilitated the development of easy read information. We are hoping to release our new resources in the coming months.

Support planning has been a key development area for our team this year. A completely new process was implemented, and is designed to form a bridge between the interpretation of an NDIS plan and what that actually looks like to the person when they are receiving supports from Caringa. We are all learning as we navigate through the NDIS, but wherever possible Caringa is creating building blocks so our clients can make informed choices about how they receive their supports and services.

System Development & Quality

Ruby Grieves

Caringa have expanded our service offerings which allows for new opportunities for clients to access supports in all areas of life. This also requires innovation in terms of quality, resource management and system development to keep up with the changing demand. Caringa always endeavour to combine the knowledge, experience and commitment of our workforce with technology, to work towards the thing we are all here for, to give our clients *A Complete Life*

With the changes in support offerings, this also presents an opportunity to renew our commitment to our Worker safety. Next year we will have 6 new trained Health and Safety Representatives and are reviewing all WHS Policy and mechanisms to ensure we are meeting the needs of our rapidly growing and changing workforce.

Ruby Grieves | System Development & Quality Coordinator

Communication, Marketing & Community Engagement

Glen McClymont

As Caringa Australia's first dedicated Manager of Communication, Marketing and Community Engagement, I am energised and excited to have joined the Caringa community in October 2018, moving to fulltime in January 2019. The creation of my role highlights Caringa's commitment to ongoing improvement, consistency and quality in what is now an ever-changing and dynamic industry. As a proud Clarence Valley local, and for extended period Coffs Coast resident, I could not think of a better organisation to apply my expertise and experience. I have a passion for working for the betterment of our communities as a whole and a background working across wide-ranging industries with a focus on government, community, social, training and NDIS sectors.

In starting I was immediately struck by the dedication, passion and experience that the now extensive Caringa team has at its disposal. From executive level, management and on our most valuable frontline, Caringa is blessed with a level of experience and passion that is hard to match. Our challenge, as for every organisation operating in our space, is maintaining that quality, client satisfaction and consistency while continuing to manage what has proven to be monumental growth. It's exciting, challenging and most importantly, rewarding. Historically many areas of my role and delegation have sat across many parts of Caringa.

Initially, and still, I have been consolidating processes, collateral and branding to ensure Caringa's internal and external messaging is presented in a clear and consistent way. This has included developments and redesign in areas such as our Caringa Australia website, social media, advertising, promotional material, sponsorship, client information, lead engagement, media and community engagement.

Over time you can expect to see more improvements in these areas as we move to an even more customer focused way of doing business. It's what our clients want and as such, that's what we are going to do.

Looking to the future the fun, opportunities and challenges don't stop. We have some fantastic opportunities to further engage and grow our Caringa community through geographic expansion and service delivery/business diversification.

While pursuing these marketing, promotion and engagement opportunities, Caringa will continue to be guided by feedback from our clients, the NDIA, local business and our broader communities, always underpinned by our mission and values.

Moving forward in to the next financial year you can expect to hear more and more from Caringa Australia, whoever you

Communication, Marketing & Community Engagement

Glen McClymont

are. Whether it's fantastic client stories, industry updates, events, in the media, new services, recruitment drives or just about anything in-between, we are increasing our commitment to accessible, informative, innovative and fun ways of sharing what we do with you.

In short, you can expect to hear even more from Carina Australia in the near future. That's a guarantee!

Glen McClymont | Communication, Marketing and Community Engagement Manager



Caringa Staff

FRONTLINE STAFF

ANDI AMAN
UZODINMA ANI
LEANNE AUSTIN
MELISSA BENSON
PETER BERNARD
LISA BERRY
JARRYD BOWMAN
MICHELLE BRADLEY
DANIELLE BRADY
DEAN BROUGHTON
CHRISTOPHER BROWNE
GLEN BUSH
NICHOLAS CAMPBELL
DAVID CARRETT
SHELBY CHAPMAN
JASON CHEVALLEY
SCOTT CLARKE
JODIE CLIFFORD
STEFFANEE COLGRAVE
DECLAN COLLIE
HUAN COLLIE
JEREMY CONE
NATHAN COTTEN
GREG COWAN
DANNY CROPPER
BREAN CUNNINGHAM
ANTHONY DAHL
DAMIAN DELEIUEN
GRAHAM DEWBERRY

LISA DICKENS
HASANI DOUGLAS
PAUL DUNWORTH
SIMONE EARLE
KELLIE EATHER
REANNAN ELLINGWOOD
BRETT EWINGTON
JAYDEN FAHEY
MICHAEL FREIER
CARMEN FRENCH
MELISSA FRENCH
PETER FRENDO
JEFFREY FULLER
NATASHA GOLDEN
JACINDA HALCROW
CATHERINE HARGANS
KEN HARPER
ELAINE HARRIS
TAMARRA HARRIS
SAHMON HARVEY
PETER HARVEY
BREANNA HATGIS
JODIE HATGIS
GLENN HAWKINS
MISTY HAY
MARK HERRING
DIANA HILL
LEIZA HOLLAND
BRIANNA JAKOB
ERIN JESSUP
JANICE JOHNSTON

KIM JOHNSTON
KIMBERLEY KAVGAS
SIMON KELLY
DIXIE KNUDSON
HEIDI KRUGER
BRENNON LAVERY
BRIDGETTE LYNCH
MALI MANDALA
PAUL MARSCHAM
CARLA MARTEN
PHILLIP MCCARTHY
SHAUN MCKAY
MICHAEL MCKENZIE
JESSIE MCLACHLAN
FIONA MCLENNAN
DARYN MCPHEE
VICKI MCPHERSON
MADALYNN MILLINGTON-CARROLL
NIDHIIN MOHAN
KRISTY MORROW
SUZANNE MOSS
PHILIP MULLINS
MARYANNE NEWTON
KIRSTIE PALMER
SHARYN PATON
LUCINDA PAXTON
KATIE PERA
KAYLA POKE
SUSAN POLSEN
MICHAEL POTTAGE
COURTNEY POWELL

LANCE PREDO
GARY PYM
MITCH REYNOLDS
KATHERINE REYNOLDS
PAUL RICCOBONO
JOSEPH RIGG
JANE ROOKE
SARA RYAN
MELISSA RYAN
WAYNE SECCOMBE
RONALD SECKOLD
CHRISTOPHER SHEEHAN
SJANE SHOEBRIDGE
JASON SHOOBERT
ANTHONY SHORTT
CARRIE SILK
DIANNE SIMMONS
WAYNE SMITH
NEIL SPRING
HANNAH STRAW
GLENN SWIFT
BROOKE THOMPSON
DAN TRICKETT
KRISTIE TICKLE
ELAINE TOWNS
CLIVE TULLIPAN
DEBORAH VANZINO
AARON WALKER
KYM WARREN
SARAH WARREN
DONNA WATERHOUSE

LESLEY WATKINS
AARON WEBB
MATTHEW WILKINS
LOUISE WILLIAMS
NICHOLAS YEATES
JENNIFER YOUNG
KIM YOUNG

TEAM LEADERS

MICHAEL ADA
SEAN AUSTIN
DAVID GREEN
MATTHEW KELLY
ASHLEIGH KILLMORE
SHAYNE MARTIN
PAUL MCKENZIE
CHRISTOPHER ORTON
COLIN WORMALD

SUPPORT COORDINATORS

DONNA JACKSON
NICOLE TYLER
ANNA WALSH

CORPORATE

ANTHONY CARTHEW
MELISSA GADDES
SUZANNE PEARCE

CLANCY PATEMAN
KAREN WYNN

SUPPORTED EMPLOYEES

ROSS BAILEY
GARY BAKER
GREGORY BOOTHBY
MITCHELL CAMERON
PHILLIP COCHRANE
BRADLEY COLEMAN
BEVERLY DARGUE
JASON DICKSON
TYE DILLON
BRENDAN FORD
ROBERT FOSTER
JACOB GALLAGHER
DANIEL GARDEM
DAVID GOODIN
DANIEL GREENLAND
ANTHONY HAYES
AMY HICKSON
NATHAN HULL
SARAH HURE
SINEAD JOHNSON
DAVID JONES
MARK KELLERMAN
DORIAN KENNEDY
KATE KRATZ
ANDREW LAIDLAW
ANGELA MCGRATH

JAKE MCHUTCHISON
GAVIN NEALE
JAMES NIXON
STEPHANIE NIXON
MOIRA O'CONNOR
MIKAILAH PASSLOW
CRAIG PERRETT
EDWARD POWER
WAYNE SMITH
KEENAN STILLMAN
BRADLEY TAYLOR
LEONIE TAYLOR
MATTHEW TEALE
SAMUEL VENN



Why our staff work in the disability industry...

Seeing a smile on a client's face when you arrive at work and they are happy to see you. Being able to witness the growth in confidence and development of personalities as self-belief of individual abilities are recognised and encouraged. **Making a difference** **Satisfaction** Everyone shares the same vision. **Working mostly with a great team of people.** My favourite thing is working with the clients. I like being able to assist them where and when it's needed, and support them to live a fulfilling and independent life as possible. **The people I work with.** Great team work and experienced staff members. Having an active role in altering public perceptions about people with a disability. Every client I work with challenges me in some way to be a better person. Seeing my clients achieve a goal. The smile on their face! Seeing clients achieve goals or just living a happy life and know that you, in some small way are contributing to that, makes it a satisfying industry to work in. **It empowers me to be a better person for myself, in making a difference empowering others.** I love being able to help people every single day and go home knowing that I've made their day a bit easier and that I've done a good job. I know this is only supposed to be one sentence but it is an extremely rewarding job, even just to get a smile from a non-verbal client after doing something for them. I love the work and grateful I work here. I'm passionate about my role working in disability and empowering our clients. I am entering my ninth year of work with Caringa. **The clients, getting to know and build a relationship with them.** It's very lifting to know you can make a person's life a lot better by doing the smallest of things and know its appreciated by them. **Being able to contribute in closing the gap between clients dreams/goals and their reality.** Making a difference, little by little and putting smiles on dials. **The clients that I get to work with, being able to make even a teeny tiny difference in their lives makes me feel so happy and lucky.** **The privilege of empowering our clients to live a complete life.** **The opportunity to make a positive difference to a people and their families lives!** The amazing clients and the absolute privilege of getting to assist them daily and watching them live their best life! My health diagnosis/circumstances changed in the last two yrs. While I continue to improve each day, Caringa have made me feel like I can still do my job but their understanding regarding my capacity has been professional and reassuring which leads me to praise Caringa as an employer. **All of the good work we do for our wonderful clients.** I love being able to come to work each day knowing that I contribute to an organisation that changes people's lives. **The fact that I get paid to do it is a bonus. I get to learn something new every day which keeps me motivated.** My favourite thing would be the knowledge that I am contributing to making a positive impact on people's lives. I believe what I do plays a role in giving clients a good life, and that gives me a sense of purpose.

What our staff think of Caringa Australia...

99.32%

Believe Caringa are making a positive difference in the lives of people with disability and their families

100%

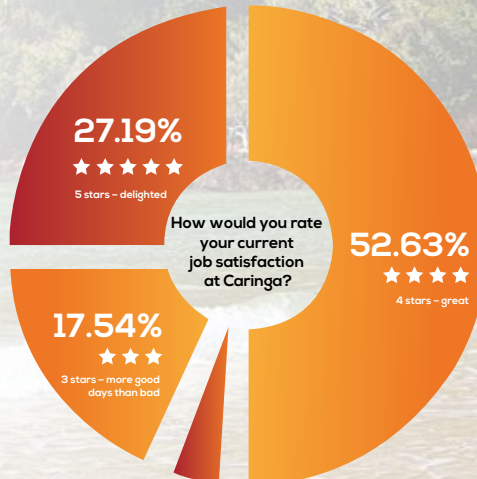
Would refer Caringa as a good employer

100%

Believe Caringa is a welcoming place for clients and families

98.25%

Believe Caringa is a welcoming place for staff



CaringaLove

Caringa believes that in order to serve community, one has to be IN community. We, therefore, encourage all staff to participate in our workplace giving program CaringaLove. This is to instill a sense of community and ownership for staff using a GIVE WHERE YOU WORK philosophy which in turn benefits Caringa's clients. Workers are in effect not only taking but contributing to the financial health and wellbeing of Caringa. Funds are used strictly for benefit of clients. They are managed by the CaringaLove Committee who are staff delegates nominated and elected from the different workplace areas of Caringa.

This financial year has seen the expansion of the Committee.

CaringaLove Committee 2019

- Matthew Kelly, Chair
- Sue Pearce, Treasurer
- Gemma Buckley, Secretary
- Aaron Walker, Workplace delegate
- Susan Polsen, Workplace delegate
- Chris Orton, Workplace delegate
- Daniel Trickett, Workplace delegate
- Glen McClymont, Communications Marketing and Community Engagement Manager - ex-officio

Caringa Love has rebranded this year.



During the 2018-19 financial year, CaringaLove raised \$9,354.00 from our workplace and has supported the following:

- Ice Machine for the team at Caringa Employment
- Esky for the TopCuts Supported Employee crew to help them get through the summer season.
- 1 x tricycle for the Community Hub
- A swing for the Community Hub garden.
- 2 x Bikes with helmets & accessories
- Water Play Items for therapy
- Mini Trampoline
- 2 seater Timber Swing
- Drums & Percussion Instruments for music at The Vault, Coffs Harbour

Caringa in the Community

Caringa believes that we have to PARTICIPATE and be IN community in order to serve community. In keeping with this, Caringa has proudly participated and contributed to the following community events during this past year:

Social Inclusion Day

NAIDOC week

Harmony Day

Jacaranda Festival

Market stall

Winner of the 2018 Community Float

Dragon Boat races

Caringa Hi-Abilities on main stage

Office National Charity Golf Day

Maclean Community Fun Day

Buy a Bale for Drought Affected Farmers

2018 Gate to Plate

Fight Cancer Foundation Footy Colours Day

Grafton Bridge to Bridge Ski Races

Paws for Autism Walk



P | (02) 6640 9300
E | reception@caringa.com.au

Grafton Office
91 Victoria Street, Grafton
Coffs Harbour Office
The Vault 103
92-98 Harbour Drive, Coffs Harbour
Caringa Therapy
L1-3 The Link Shoppingworld,
52 Prince Street, Grafton
Caringa Employment
1 Orara Street, Grafton

www.caringa.com.au

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