



caringa 
A Complete Life

2020
Annual Report

Acknowledgement of Country

Caringa acknowledges the traditional owners and custodians of Australia.

We pay our respects to elders past, present and emerging, and all indigenous peoples within the Clarence Valley, 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)
- Support Coordination
- Daily living skills and support
- Specialised Disability Accommodation (SDA)
- Social and Community Inclusion
- Plan Management
- Short-term Accommodation (Including Respite)
- In-home supports
- Capacity Building
- Finding and Keeping a Job including
 - Supported Employment
 - School Leaver Employment Supports
 - Customised Employment
 - Job carving
 - Micro-business support

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 2020, they have participated in ongoing professional development with the Australian Institute of Company Directors in governance, finance, strategy and risk.



TIM
WHITE

CHAIR



MATTHEW
KATON

VICE CHAIR



KENN
PAYNE

COMPANY SECRETARY



MARILYN
BRIEN

OBSERVER FROM MAY 2020



DEB
VLASTARAS



PHIL
ELLIOT



CORALIE
HALL



KATRINA
AUSTEN

Mission & Values

To Support and Empower People with Disability

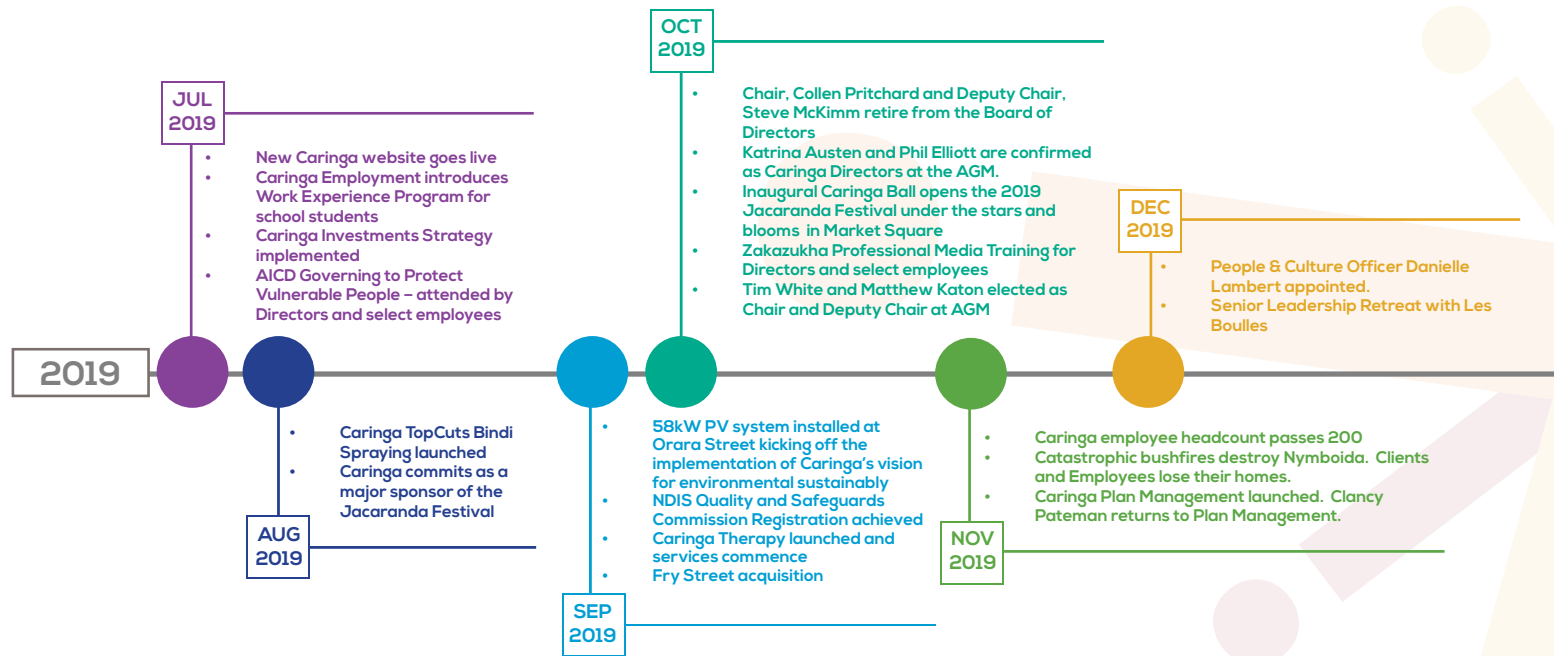
RESPECT | ACCOUNTABILITY | EMPOWERMENT | INCLUSION | COMMITMENT | RIGHTS | PURPOSE

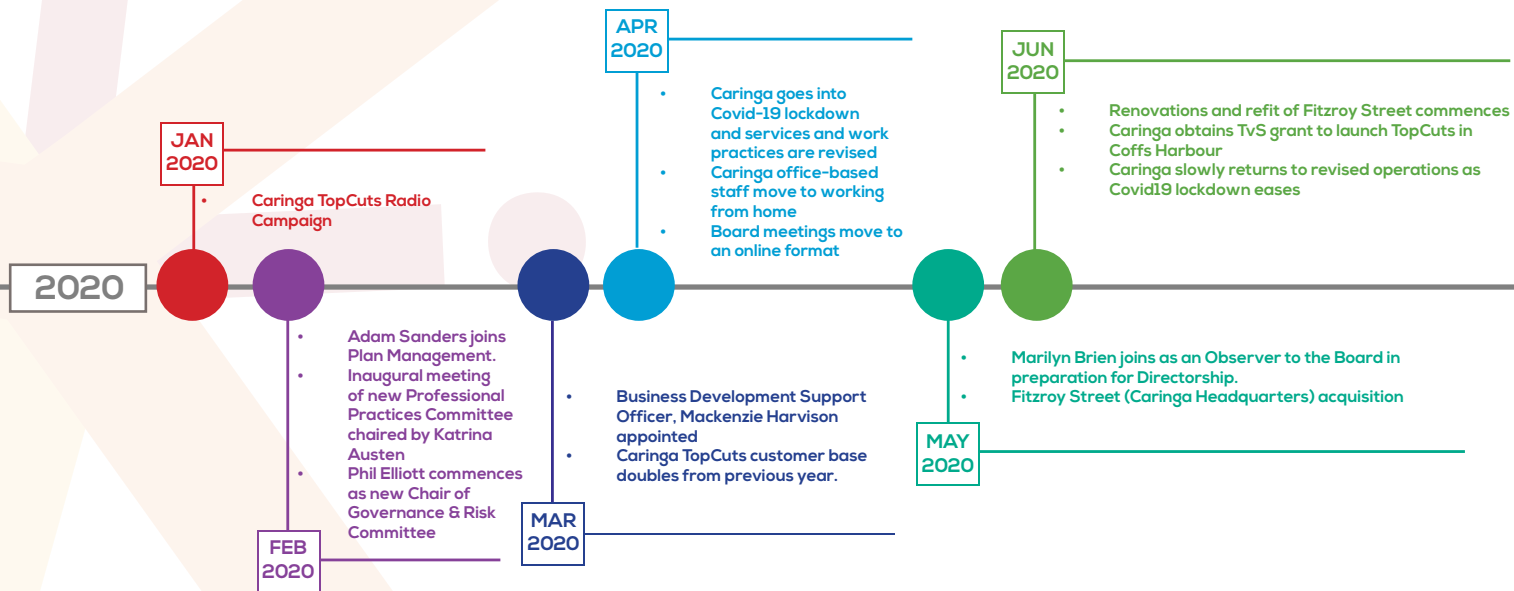
- We are person centred and community focused.
- We are accountable, ethical and financially responsible.
- We are making a positive difference in the lives of people with disability and their families.
- We value the individual strengths of the people we support and the people we employ.
- We provide 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





Chair's Report

Tim White

This past year has been certainly been *A Complete Life* at Caringa Australia with bushfires, Disability Royal Commission and Covid-19 with Caringa continuing to provide exceptional service to clients throughout and ensuring that client and worker wellbeing, health and safety were paramount in all services provided.

On the bushfire front, our thoughts are with all those who lost their homes and possessions. Members of our Caringa family were directly affected by these devastating fires which included total loss and evacuation. Post bushfires saw Caringa return to a much more settled, business as usual time for a number of months before the Covid-19 pandemic took control of the world. This has changed the way Caringa has been able to operate, with lockdowns and then social distancing requirements bringing an end to many activities our clients love to participate in. However, thanks to the brilliant team at Caringa, our clients still get to enjoy *A Complete Life* but just in different formats, including virtual skills development through Zoom.

The whole team from the CEO onwards have worked extremely hard to ensure our policies and procedures were updated, with new practices in place to align with our new world; ranging from sufficient supplies of cleaning products and safety equipment to revised visitor protocols so that

Caringa was positioned to avoid a potential spread of Covid-19. Thank you to everyone involved in this essential task. I know it has not been easy.

Caringa has managed to continue to grow throughout this past 12 months despite all challenges faced. This growth could not be possible without the strong leadership of Rachel Choy, our CEO. The Executive team's knowledge of the NDIS and their strengths have pushed the bar higher for Caringa this year and is setting a pathway to future success for the organisation. Our past 12 months has also seen changes made to the organisational structure of Caringa to position for success and growth into the future. The faces are similar but the roles of some have changed with a focus on boosting staff levels and staff competency and performance. Having the right people in the right places allows Caringa to continue to provide exceptional service to our clients and the community. Our Executives, Guy and Vishal and senior leaders, Brennan, Glen, Ruby, Zachary and Danielle have worked well together to push Caringa forward.

There has been a focus on the Caringa brand and marketing within the community thanks to Glen McClymont. This year saw the inaugural Caringa Ball to kick start the 2019 Jacaranda Festival. This was a sell-out event showcasing fantastic food and entertainment.

Chair's Report

Tim White

The Caringa Ball has been hailed as the party of the year in our local area.

Recent growth has meant more work for Vishal Sharma and the finance team but they have managed the workload well. The growth of Caringa Employment over the past 12 months has been amazing. Brennan Elks along with the Caringa Employment team have expanded service offerings and service areas. This has resulted in additional employment opportunities for clients.

Just as there is an expectation that employees keep and improve their skills, so to for Directors. During this year, the Board undertook two important training courses. Australian Institute of Company Directors Governing to Protect Vulnerable People facilitated by Elizabeth Carr AM (FAICD) was a critical course in alignment with Caringa's Zero Tolerance stance to abuse, neglect, violence and exploitation. And, Professional Media training was delivered by Zakazhuka and undertaken by the Board and select staff. Both courses were critical to building the knowledge and skills capital of the Board to govern in the current environment. In keeping with Caringa's commitment to resource sharing, the AICD course was made available to the Directors of other NDIS providers working in our local region and well received.

Our board of Directors has seen some change over the past 12 months. I would like to thank all the directors for their professionalism, time, contributions and continued effort in supporting Caringa. Thank you for supporting me as Chair of such a fantastic organisation. I would like to especially thank Directors, Kenn Payne and Coralie Hall who have retired during the year for their service to Caringa. Vacant positions due to the retirement at last year's AGM of Chair, Collen Pritchard and Deputy Chair, Steve McKimm were filled by Phil Elliott and Katrina Austen. Marilyn Brien has joined us this year as an observer and has since been appointed as a Director. The knowledge and skills that new Directors bring to the board will allow continued improvement in what we do and offer. Thank you to our continuing directors Deb Vlastaras and Matthew Katon who stepped up as Deputy Chair at our last AGM.

To all the staff who have worked so hard this year to keep our clients well, safe, happy and healthy, you have all done a great job and have adjusted so well to the changes required to daily life - Thank you. Without you Caringa would not provide such a great service and be able to continue to grow.

Tim White | Chair

Chief Executive Officer

Rachel Choy

The 2019-2020 financial year has highlighted the importance of working together as a Company and a community of intent to support our clients and each other through fire, flood and plague. Each crisis was an opportunity for Caringa to shine and learn as we effectively transformed scenario and policy into practice. I am very proud of the resilience of Caringa's clients and their families, the Caringa team, our Directors and our local communities in the Clarence and Coffs regions.

Things were not all grim and a prime example of full community collaboration was on display during the Caringa Ball, which opened Grafton's iconic Jacaranda Festival in October 2019. Caringa is a major sponsor, and the Caringa Ball has been recognised as the best formal event ever staged in Grafton. It was a glamorous event enjoyed by Caringa's clients and staff alongside the Grafton community and Jacaranda Festival visitors. It is an elegant reminder of what *A Complete Life* includes and we look forward to repeating it during our three-year sponsorship of the event.

The Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability gained momentum pre-pandemic and Caringa has been following the witness statements during Public Hearings covering inclusive education to group homes to health care for people with a

cognitive disability. Caringa has been actively taking note of emerging sentiment and adjusting our practices in line with contemporary expectation. We constantly strive to improve. This year has seen Caringa apply a staunch Zero Tolerance stance to staff performance and this has resulted in some attrition. People & Culture Officer, Danielle Lambert joined Caringa to implement this. During the year, Caringa's Board formed a new Standing Committee, the Professional Practices Committee, which provides Directors direct clinical governance and scrutiny over service practice and encourages good practice in line with industry benchmarks.

The 2019 report foreshadowed the launch of Caringa Therapy. During the 2020 year, Caringa welcomed its allied health professionals providing Physiotherapy (Angela Crompton), Speech and Language Pathology (Rebecca Scott) and Positive Behaviour Support (Chris Browne), supported by Therapy Assistant, Lisa Salter. Caringa is proud to provide these in-demand services locally.

Caringa's investments strategy travelled well for the first two quarters of the financial year. Unfortunately, the pandemic wreaked havoc on local and global markets and Caringa's investment has taken a dip as a result. As this is a strategy and commitment for the long term, I am confident that the market will rise again, and Caringa will recoup and grow its investment.

Chief Executive Officer

Rachel Choy

Caringa grew its asset base this past year through the purchase of an additional house for the provision of services and of a new commercial premises in Grafton. This is the new administrative hub for Caringa and houses the Executive, Senior Leadership and entire Client Services supervisory and support team, corporate services, Support Coordination and Plan Management. We will take up residence in the new financial year after a refit.

Caringa continued to invest in technology. Investments were made in systems that support our Plan Management, Support Coordination, Therapy and Enquiry services. This system provides capacity to manage our clients from enquiry to service delivery effectively and efficiently. Technology is important but is only as capable as its human masters and I wish to thank COO, Guy Robertson, Ruby Grieves, Client Services Manager, Zachary Page and Communications Marketing and Community Engagement Manager, Glen McClymont for their significant contributions to implementing and debugging these new systems as well as our existing systems.

CFO, Vishal Sharma anchors all work of a strategic financial and operational nature including leading the finance team. Their work is voluminous, complex and performed to a high standard. Vishal has been key to asset acquisition during

the year from sourcing to settlement.

Success is a collective endeavour at Caringa and the whole team has achieved as evidenced by our results. It is appropriate to make special mention of the teams who have performed most significantly this year:

Caringa Employment led by Brennan Elks and backstopped by Team Leader, Col Wormald have been standout performers. TopCuts has extended its to include a range of lawn, garden and weed control services provided by Lance Predo, Mick McKenzie, Nick Campbell, Matt Teale, Mitch Cameron, Gary Baker, Robert Foster, Dan Greenland, David Goodin, Nathan Hull, Dorian Kennedy, Andrew Laidlaw, Edward Power and Jake McCutcheon. A happy ending from the TopCuts story is that Jake secured open employment with a local business and left the TopCuts team.

Support Coordinators Donna Jackson, Sjane Shoebridge and Nicole Tyler have steadily increased their service base to many happy NDIS participants who are no longer bewildered by their plans. This small team is acknowledged by planners as being amongst the best in their field and in high demand.

Led by Communications, Marketing and Community Engagement Manager, Glen McClymont, the 'Comms' team which includes Leiza Holland and Mackenzie Harvison have worked together to effectively promote the Caringa brand,

Chief Executive Officer (Cont)

Rachel Choy

provide key and consistent messaging and streamline the client journey through Caringa from first contact to service provision, all with a smile and impeccable information and support.

The Covid19 lockdown saw Caringa convene a local leaders' forum for CEOs and other leaders of regional NDIS providers. This was a key vehicle for shared information, learning, strategy and operations and included providers from Glen Innes to Coffs Harbour and a forum for avoiding duplication and providing a consistent provider response in our region. It was effective at creating a strong and supportive network for leaders who often work in isolation and these supports have extended beyond the pandemic to present day. We are always stronger together.

If there ever was a test of character of an organisation, this year was it. The Board rose to the challenges of this with calm, resolve and effectiveness. Chair, Tim White and Deputy Chair, Matt Katon led with ease and humour. New Directors, Katrina Austen and Phil Elliott provided significant contributions, taking on the respective roles of Sub-Committee Chairs of the Professional Practices Committee and the Governance & Risk Committee. Debbie Vlastaras is a continuing Director and a member of the Finance & Audit Committee.

We have welcomed a potential new Director, Marilyn Brien who is at present an observer. I am very grateful to have such a skilled and supportive Board and value our transparent engagement.

We farewelled longstanding Directors Kenn Payne in February 2020 and Coralie Hall in June 2020. Kenn's deep governance experience will be missed, as will Coralie's client advocacy as a Director with lived experience. Thank you all.

I am very grateful to have such a supportive Board and I value our transparent engagement. Caringa would not function without our disability support workers, Team Leaders and corporate services staff who work the front and back of house to ensure that, together we are able to deliver what it takes to ensure every participant who chooses Caringa experiences *A Complete Life*.

2020 may be a transformative year in modern history, a year that will be written about, taught in school, and become part of the collective memory of the people who lived through it. In Caringa's history also, the financial year 2020 will be remembered as a watershed year. During the year the organisation registered 32% growth and more importantly was able to secure a terrific commercial office space in Grafton city centre to future-proof its expansion. Further, we also implemented Caringa's Investment Strategy and Policy as approved by our directors.

The year was a financially strong one for Caringa. We have continued to fine-tune our operations and further develop our skills and capabilities to provide excellent service. In this report, I will provide an overview of some of the key items that have influenced the year's financial performance. As always, behind the broad financial results are a significant number of moving parts that arise from a complex amalgam, brought about by a diverse portfolio of operating activities.

In the year under review, a significant amount of time and resources were dedicated to meet the demands of increased regulatory focus. Like many other organisations in our sector, Caringa was impacted by and responsive to multiple external challenging events like bushfires and COVID-19. It is a credit to all stakeholders that we not only

were able to navigate the challenges successfully but also managed to come out of it stronger.

In the 2020 financial year, Caringa continued to progress its objectives and realise the benefits from the strategic decisions made over recent years. During the year, we focussed on reinforcing risk management, internal controls and investment in technology to support our activities, and further strengthen our customer-centred operations. To support current growth and service quality, there was also a focus on embedding business insights and efficient operating models across our organisation, underpinned by enhanced Balance Sheet resilience.

Our strong cash flow generation is enabling us to invest in the business, and training our frontline staff, thus enabling us to continue delivering high-class service to our valued customers.

Financial results

Caringa recorded a surplus of \$1.76 million for the reporting year at a net margin of 11%. Total revenue during the year was \$15.89 million (previous year: \$12.04 million). Claims from NDIA formed 86% of our revenue. Reduction in revenue from manufacturing sales and grant incomes

Chief Financial Officer (Cont)

Vishal Sharma

was more than adequately compensated by a handsome 41% increase in our operational income. Employee costs were the major item of expenses constituting 73% of total revenue.

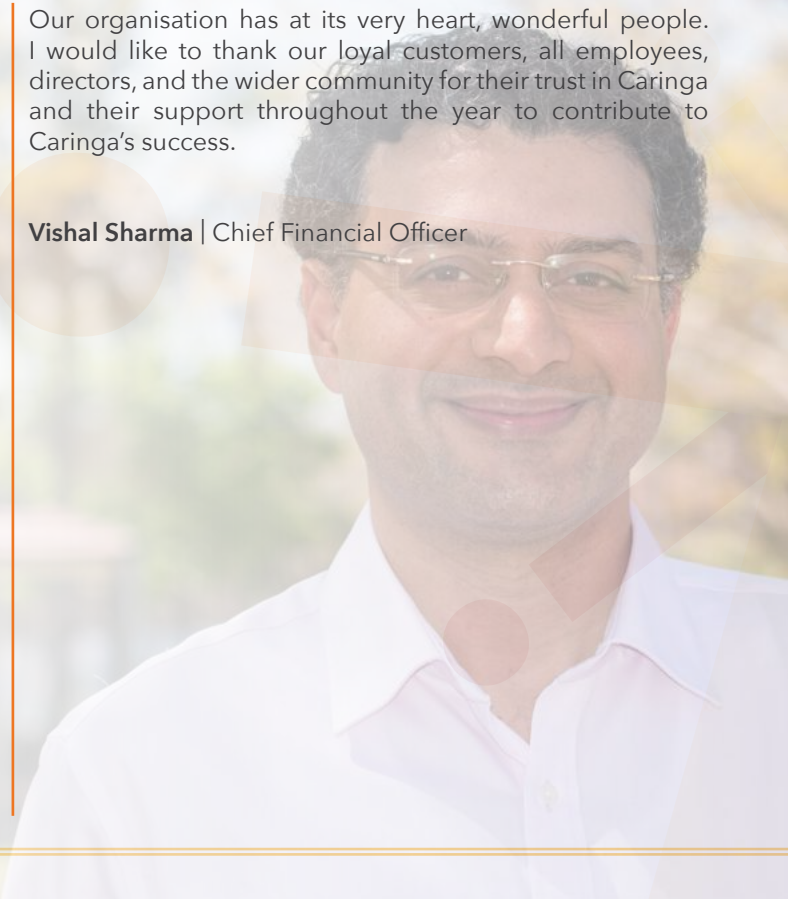
We had a very solid overall operating performance for the year resulting in an equity increase of 24%. The net worth of Caringa was in excess of \$ 9 million as on the reporting date. The Balance Sheet is robust and the company continues to maintain a healthy level of liquidity.

Outlook for 2021

From an outlook perspective, I am convinced about the resilience of our business model. Continued investment into our systems and operations will be paramount for the organisation. It is expected that the coming year will be a challenging one because of continuing regulatory and market pressures. However, we are well placed to continue to advance our strategic objectives and capitalise on opportunities that come along. We must ensure that Caringa has the capacity to meet the increasing demands from current and future customers who aim to live *A Complete Life.*

Our organisation has at its very heart, wonderful people. I would like to thank our loyal customers, all employees, directors, and the wider community for their trust in Caringa and their support throughout the year to contribute to Caringa's success.

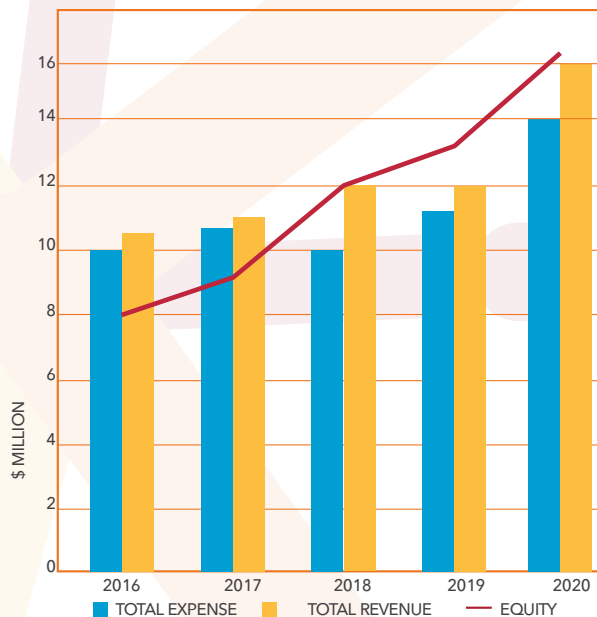
Vishal Sharma | Chief Financial Officer



Chief Financial Officer (Cont)

Vishal Sharma

COMPARATIVE FINANCIAL SUMMARY



INCOME & EXPENDITURE SUMMARY

	FY'20	FY'19
	\$000	\$000
INCOME		
OPERATIONAL	14,120	10,011
GRANTS	499	639
SALES	816	917
OTHER	457	476
TOTAL INCOME	15,892	12,043
EXPENSES	\$000	\$000
STAFF & RELATED	11,672	9,352
OPERATING & SELLING	1,259	1,205
PROPERTY, VEHICLES & DEPRECIATION	791	695
ADMINISTRATIVE	405	105
TOTAL EXPENSES	14,127	11,357
NET SURPLUS	1,765	686

BALANCE SHEET

	FY'20	FY'19
	\$000	\$000
ASSETS		
CASH & TERM DEPOSITS	2,475	4,616
INVENTORY & RECEIVABLES	511	356
INVESTMENTS	2,705	-
PROPERTY & EQUIPMENT	7,590	3,963
TOTAL ASSETS	13,281	8,935
LIABILITIES	\$000	\$000
PAYABLES & OTHER LIABILITIES	555	451
UNEARNED INCOME	1,240	12
EMPLOYEE BENEFITS	1,418	1,181
BORROWINGS	1,012	-
TOTAL LIABILITIES	4,225	1,644
EQUITY	9,056	7,291

Chief Operating Officer

Guy Robertson

We live in a vastly different world than we did as little as 12 months ago. Caringa as a community actor has had to remain agile in order to respond to the changes that have swept through every Australian community as a result of the COVID-19 global pandemic. Caringa is well prepared, and will continue to respond with both our people (our clients and workers) at the centre of our decision-making process.

Innovation is a word that is often thrown about too liberally by NDIS providers. However, Innovation comes from the pairing of new ideas with operational excellence. Innovation costs, it costs both time and money. Whilst strategically Caringa has achieved some innovative things within our core business in the 2019-2020 FY; the second half of the year we focused on operational excellence and consolidation. The exemplary financial results this year are the outcome of our consolidation activities throughout the year, and will provide us with the means to continue to innovate and reinvest in the coming year.

This year Caringa formed its therapy team, offering Positive Behaviour Support, Physiotherapy and Speech Therapy to People with Disability in the Clarence and Coffs regions. Caringa provided therapeutic supports to approximately 97 individuals.

We listened to our customers and through emerging technology, made significant improvements, to our plan management services. Caringa now processes plan managed claims and pays the client's provider within 72 hours. Support Coordination at Caringa is industry best practice. Word is out amongst the community and our support coordinators are busier than ever.

Direct supports continue to be a large part of Caringa's focus and objectives. This year we provided over 200,000 hours of face to face supports to NDIS participants in Clarence Valley and Coffs Coast regions.

It is important to continue Caringa's work to become an employer of choice. This year Caringa challenged the casualisation of our sector by providing support with a predominately permanent workforce. Caringa employs 233 people, 32% Casual workers. This is significantly less than the national benchmark (40.6%). In terms of Direct Supports our casual workforce provided 10.35% of direct support hours (permanent Workers providing 89.65% of direct service hours).

Since the rollout of the National Disability Insurance Scheme we have become adept at navigating complex and sometimes volatile conditions. Caringa is well placed

Chief Operating Officer

Guy Robertson

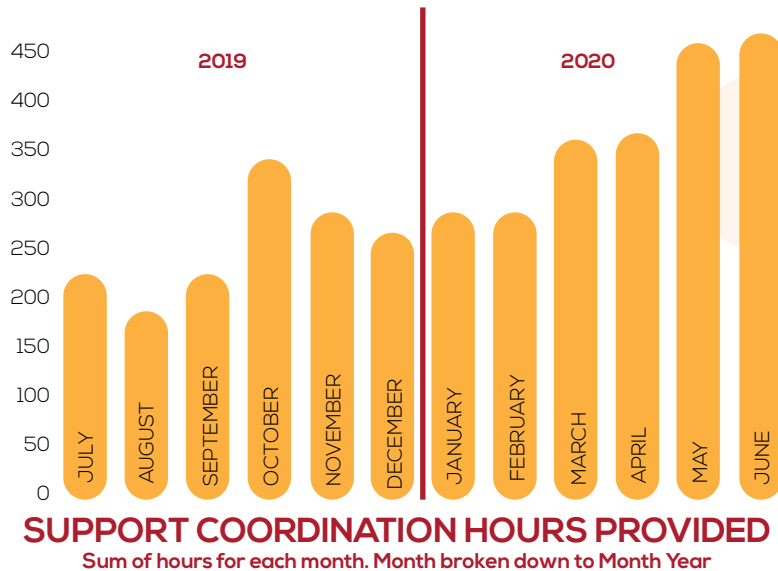
to continue to sail the ship through these conditions, and continue to respond exceptionally to challenges. We are fit for purpose. We employ a dedicated and passionate team. The collective effort of our board, senior leadership, management and frontline all work together to ensure that the people we support are living *A Complete Life*

Guy Robertson | Chief Operations Officer



Chief Operating Officer (Cont)

Guy Robertson

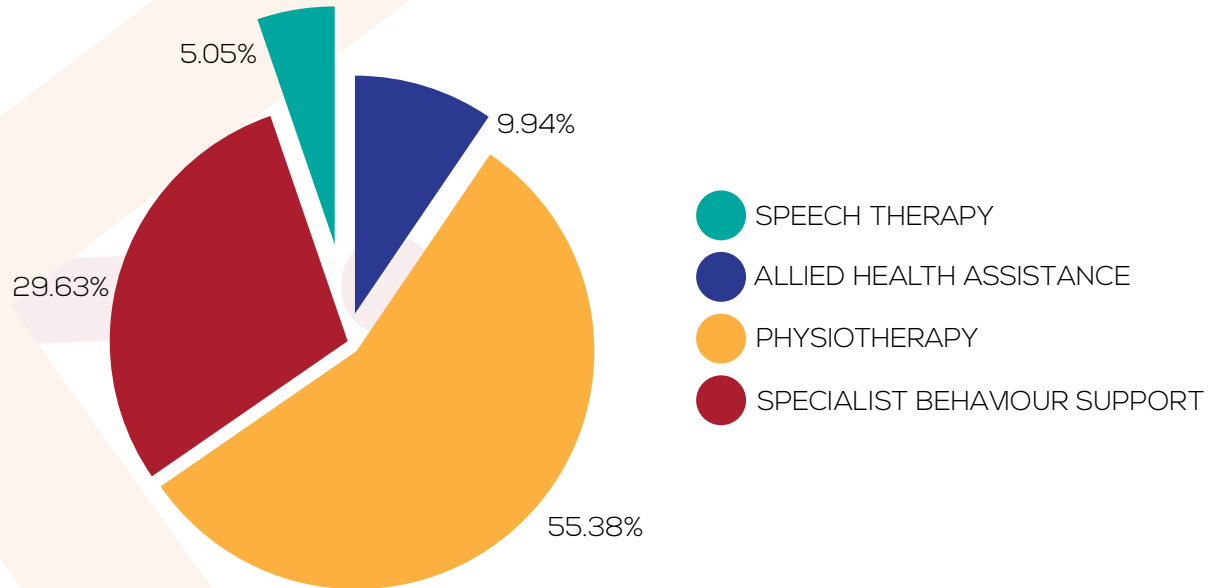


SUPPORT HOURS PROVIDED

Caringa Client services provided 185,241 hours of direct support while Caringa Employment provided 33,738 hours of employment. We provided 3,792.5 hours of Support Coordination and 1,062 hours of Therapy!

Chief Operating Officer (Cont)

Guy Robertson



Caringa Ball



This year saw a fantastic partnership emerge between Caringa Australia and the Grafton Jacaranda Festival resulting in the inaugural Caringa Ball which launched the 2019 Jacaranda Festival.

For many years the Jacaranda Festival has provided a fun and important focal point for the local community and, more recently, the world. Right across the almost 68 year history of Caringa, our clients, staff and other stakeholders have benefited and enjoyed all that Jacaranda has to offer through its many different incarnations.

With above in mind, 2019 saw Caringa sponsor what has traditionally been known as the 'Jacaranda Ball', partnering with the Grafton Jacaranda Festival to help bring a new



vision to this historic, and festival opening, event. A vision of inclusivity, energy and fun with the overarching message of "Everyone Belongs".

It was Caringa's love letter to the community – supporting the community that has supported us for so long. And didn't it deliver! Set in Grafton's Market Square on a perfect night under a giant marquee. Fantastic food designed by MasterChef Rishi Desai, quality music and of course the official opening of the 2019 Jacaranda Festival. It was arguably the highlight of the 2019 Grafton social calendar and we can't wait to do it again.

Here are just a few of the many fantastic images captured across the night. We think they say it all.



Caringa Ball



The past year was a period of great client outcomes with client and staff welfare the overarching theme. There is nothing like unprecedented circumstances to drive innovation and over the past year we have tried to adopt that mindset with many positive improvements being implemented across our service delivery space. We cannot deny the stress and anxiety the recent bushfires and the more recent pandemic, have put on our clients, their families and staff but it is pretty obvious that when it comes to resilience, passion and care, we are in the best company here at Caringa Australia.

When reconsidering and delivering capacity building, community and social activities for clients we took an approach which continued to engage clients in enjoyable and educational activities while remaining safe. Mental health and wellbeing is as important as physical health and Caringa kept this in mind while refashioning individual support plans which allowed clients to remain active and fully engaged, often under strict health and safety guidelines. This has had a positive flow-on effect with a new and exciting workshop model of day service activities, delivering higher quality supports which focus on individual passions and goals. As well as client driven individual supports, we received workshops like, 'Stop Hammer Time' (woodwork), 'Our Kitchen Rules' (cooking), 'Happy Snappers' (photography), 'What's Your Rhythm' (music)

and Creative Lab (all things arty and creative) were brought forward to accommodate the immediate needs of our clients.

The Coffs Harbour team deserve a special mention with our southern teammates overcoming their own set of unique challenges and opportunities over the year. We witnessed some fantastic client outcomes across the Coffs area footprint with the School Holiday Program continuing to build on its successes, high quality daily living supports and an agile response to the shifting demands on our services. The dynamic and supportive team culture that exists in Coffs Harbour today forms a healthy platform for more growth in the near future.

At Caringa we are in the business of supporting clients to meet their goals. We have had plenty of that this year. Whether it is capacity building in and around the home, therapy goals related to physiotherapy, behaviours or speech pathology, social and community goals to help build confidence and skills that promote living *A Complete Life*, we've had them all. A quick review of the year's Good News Week entries presents a long line of photos as evidence of these fantastic initiatives.

As everyone knows, when one goal ends another starts, and when it comes to NDIS funding, Caringa is placing more

Client Services

Zachary Page

emphasis on goal tracking and reporting to help our clients paint the most comprehensive picture they can at their next plan review. This ensures that every client's situation and progress is considered properly at every plan review, leading to better informed and more appropriately funded NDIS plans. As mentioned, this year's challenges have been a driving force for promoting positive changes. This includes new standards in infection control and developing new tools to better inform health professionals. Our frontline support team have demonstrated a high degree of resilience and professionalism as the expectations placed on their role continued to shift. New standards in reporting along with increased focus on mentoring, role modelling and supporting our clients to make well informed lifestyle choices all mean ever improving services and supports for our clients.

That's just a few of the many successes and areas of focus we have seen across the year. We now look to tackle next year with full knowledge that we are, as a Caringa team and community, prepared and capable of positively overcoming any situation that comes our way.

Zachary Page | Client Services



Caringa Employment

Breunan Elks

Throughout the 2019/20 financial year the Caringa Employment team has provided approximately 37,675 hours of supports in employment to our clients. This included hands-on training and skill building with a view to open employment.

I am proud to report a great employment success story this year. Jake worked at Caringa as a Supported Employee for approximately four years, starting in manufacturing but quickly moving to Caringa Topcuts. After 6 months of work experience with his new employer, Causley Fresh Jake was offered an ongoing position. Jake was very conflicted about leaving Caringa Employment, but he knew this was the next step in his journey. This is an incredible achievement for Jake. It is also a fantastic win for Caringa Employment and the entire Caringa team. Well done Jake!

Caringa Employment has remained fully operational throughout the pandemic crisis that has crippled many other industries. This was thanks to proactive measures implemented by Caringa to limit the risks to our staff and clients. This has ensured a continuous supply of quality products and services to our many customers and provided a sense of normality for clients and staff.

2019/20 sales started strongly in the face of multiple large

local infrastructure projects coming to an end. Pole and post cap sales were strong across January and March with the terrible Summer bushfires playing a part in increased demand.

The Caringa maintenance crew has seen strong growth with the addition of a second maintenance crew to assist with the growing work load.

Caringa Topcuts Lawn and Garden has grown dramatically. This service is now not solely reliant on the Summer months for its income. The addition of a gardening service and Bindii spraying means we are able to increase our out of season income by more than 50%! This has resulted in the need to employ two new support staff to meet demand. On top of this, Caringa was successful in winning a grant to assist with further expansion across the Coffs Coast. A great year for Topcuts!

Caringa Employment also achieved recommendation for continued registration under the National Standards for Disability Services (NSDS). Currently Caringa maintains registration under the NDIS Practice Standards for all NDIS participants but maintains a separate registration under NSDS for staff who are not eligible for the NDIS but want to continue their long term employment. The audit team were

Caringa Employment

Brennan Elks

very complimentary about their findings and commented on the high quality of Caringa's systems and service management.

Production numbers 2019/2020

- Steel Products - Pole caps 35,931, Identification discs 85,000, Angle Brackets 32,000
- Pegs 101,770 (60% painted)
- Destroyed 30,000kg of confidential documents
- Performed maintenance to 380 internal requests
- Topcuts attended to over 1836 sites

I would like to take this opportunity to recognise the entire Caringa Employment team of staff and Supported Employees. Thank you for your ongoing hard work. Our Supported Employees have achieved their workplace goals and contributed significantly to their respective businesses. Our support staff have worked alongside clients to deliver high quality products and services. Well done and great work.

Brennan Elks | Manager Caringa Employment



This past year Caringa has seen a steady shift away from NDIS transition requirements towards quality and safety.

The safety of our clients and of our employees. Over the past 12 months our community has faced extraordinary and unprecedented circumstances that have had significant impact on the way in we approach and deliver our services. We are utilising new systems and technologies to stay connected and investing in new methods of professional development for our staff. Individualised options for clients seeking support have been explored and we have acknowledged and supported people to withdraw from services where the circumstances presented too much risk. We are continuously reviewing our practices to ensure safety for all stakeholders.

One of the key reflections from this year has been the testing of our policies and systems in the face of significant natural disaster and infection control emergencies. Caringa's existing policies placed us in good stead to face the recent risks and have in most cases met the standard required. Learnings have provided the opportunity to update and refine our policies as we continue to use the tools and resources available to respond to each challenge. Despite the uncertain events of the past year, we have seen continual commitment from our workforce to maintain

continuity of support to our clients.

Another area of focus this year has been the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability. We regularly review the submissions and recommendations from the Royal Commission and consider how we can implement new strategies to reduce the risk of harm to our clients. Reviewing the progress reports is a sobering reminder that there is more to be done in our industry to protect our people. We are committed to learning from the outlined systematic failures and implementing recommendations to ensure the rights of all people with disabilities are upheld.

On the work health and safety (WHS) front, feedback from our workforce has contributed to the development of numerous new resources and a complete review of WHS related documents and policies. This year risks to frontline workers were identified and Caringa is working with its Health and Safety Representatives in the WHS Committee to implement programs aimed specifically at injury prevention. Our goal is to support our employees to work in, and take responsibility for, a safe work environment. In order to achieve this our attention will be focussed on injury prevention and to understand the workplace culture and factors affecting our workforce. Protecting our workforce is

System Development & Quality

Ruby Grieves

an essential component of the success of our Organisation. Upskilling and annual refresher training opportunities will also feature in the reinvigoration of our WHS systems. This year more than most has seen external factors informing the direction of our Organisation. Caringa has many established systems across all areas of operations which has served us well in a rapidly changing environment.

We will continue to explore new options as well as maximising our existing systems to meet the demands on our industry. Critical elements of focus in the year ahead will be communication with our stakeholders, updating and maintaining skills and education of our workforce, continuing to meet our compliance requirements and providing real time accessibility to information. All important factors that underpin our quality management and assure the delivery of safe, quality and accountable services.

Ruby Grieves | System Development & Quality Coordinator



Well, what a ride that was (and continues to be!). The 2019-2020 financial year rollercoaster offered Caringa, and the broader community, many challenges. These challenges presented endless opportunities for us to put our best foot forward and I am proud to work alongside a team that did that very thing, not to mention our amazingly resilient clients and their loved ones.

This year saw a consolidation of our communication avenues and a concentration on quality and consistency. The new Caringa Australia website provides an appropriately accessible and concise platform for Caringa to communicate with our clients (current and prospective) and their representatives. This period also saw the beginning of the development of a stand-alone 'Caringa Store' website. This website will offer a place for all Caringa products and services (Caringa Employment) to be promoted. By the time you read this it should be live!

One of the biggest developments this year was the recognition of the need for a Business Development Support Officer (BDSO) to assist Caringa in improving the levels of customer service and engagement, especially across the service enquiry space. Enter Mackenzie Harvison, who has brought exactly that. All service enquiries to Caringa now receive consistent and quality messaging and service as we

help enquirers navigate what can at times be a tricky and stressful time. Mackenzie has also proven a valuable resource across many other areas of Caringa's daily marketing and community engagement initiatives.

Caringa has continued its fun and engaging foray on Social Media with high engagement from staff, clients, client representatives and the broader community taking the time to like, share and comment. We continue to create positive and informative posts across both our Caringa Australia and Caringa Store pages. If you're on Facebook and haven't checked us out yet, have a look.

On the policy front we saw the timely development and introduction of two critical policies being Caringa's Media Relations and Social Media policies. These will offer all Caringa stakeholders a valuable resource for guidance when navigating these quickly evolving areas. These policies were developed with client privacy, employee integrity and Caringa brand management in mind while also considering existing policies and relevant legislation.

Caringa Topcuts Lawn and Garden in particular benefited this year from a considered marketing and promotion push, helping drive enquiries and sales to new highs. We used a combination of social media, radio, traditional print media

Communication, Marketing & Community Engagement

Glen McClymont

and hard copy collateral to spread the word. This combined with Topcuts' already stellar reputation has them heading firmly in the right direction, as can be seen in Brennan's report and the associated sales numbers. The recent announcement of Topcuts' push into the Coffs Harbour market presents a new and exciting challenge for next year.

Lastly, I would just like to thank Caringa's 'Director of First Impressions' Leiza for her dedication at Caringa's main reception desk. For many Leiza is the helpful voice of Caringa and her positive approach has immeasurable benefits for Caringa and our clients. Thank you Leiza.

Above are just a few areas of note from what has been an extremely busy, challenging and productive year. It was a year of renewed client focus. I look forward to continuing this work alongside the entire Caringa team and community next year and long into the future.

Glen McClymont | Communication, Marketing and Community Engagement Manager



Caringa Staff

FRONTLINE STAFF

ANDI AMAN
UZODINMA ANI
SHIRLEY ARCHER
CHRISTINE ARULAPPEN
LEANNE AUSTIN
DARREN BARKESS
HELEN BAUCKE
CAITLIN BEESTON
MELISSA BENSON
PETER BERNARD
LISA BERRY
DEBRA BILLING
RHIANN BRADY
DANIELLE BRADY
CYLIE BROWN (ACTING TEAM LEADER)
GEMMA BUCKLEY
SAMUEL BURKE
GLEN BUSH
NICHOLAS CAMPBELL
DAVID CARRETT
SHELBY CHAPMAN
JASON CHEVALLEY
JODIE CLIFFORD
STEFFANEE COLGRAVE
SHARRON COLLETT
HUAN COLLIE
DECLAN COLLIE
JEREMY CONE
KYLIE CONWAY
JANELLE COOK

NATHAN COTTEN
GREG COWAN
DANNY CROPPER
BREAN CUNNINGHAM
ANTHONY DAHL
DAMIAN DELEIUEN
GRAHAM DEWBERRY
LISA DICKENS
LEANNE DONNELLY
HASANI DOUGLAS
PAUL DUNWORTH
SIMONE EARLE
KELLIE EATHER
STEPHANIE EGGINS
REANNAN ELLINGWOOD
KIMBERLEY ELWELL
TARA EVELEIGH
BRETT EWINGTON
JACQUELINE FABRY
JAYDEN FAHEY
ANDREW FAHEY
KATRINA FENGLER
MICHAEL FREIER
CARMEN FRENCH
MELISSA FRENCH
PETER FRENDO
JEFFREY FULLER
NATASHA GOLDEN
KANE GRIFFITHS
JACINDA HALCROW
BLAKE HAMMOND

CATHERINE HARGANS
KEN HARPER
TAMARRA HARRIS
ELAINE HARRIS
PETER HARVEY
SAHMON HARVEY
JODIE HATGIS
BREANNA HATGIS
MISTY HAY
MARK HERRING
DIANA HILL
JESSICA HUNTINGTON
BRIANNA JAKOB
ERIN JESSUP
KIM JOHNSTON (ACTING TEAM LEADER)
JANICE JOHNSTON
SIMON KELLY
DIXIE KNUDSON
HEIDI KRUGER
SOPHIE LAMBERT
BRENNON LAVERY
BRIDGETTE LYNCH
MALI MANDALA
PAUL MARSCHAM
TIFFANY MARTIN
MELANIE MARTIN
PHILLIP MCCARTHY
MICHAEL MCKENZIE
JESSIE MCLACHLAN
FIONA MCLENNAN
DARYN MCPHEE

SARAH MCPHEE
VICKI MCPHERSON
RYAN MCSWAN
MADALYNN MILLINGTON-CARROLL
NIDHIN MOHAN
KRISTY MORROW
SUZANNE MOSS
PHILIP MULLINS
AARON MUMBLER WEBB
MARYANNE NEWTON
CHRISTOPHER ORTON
KIRSTIE PALMER
SHARYN PATON
LUCINDA PAXTON
KATIE PERA
KAYLA POKE
SUSAN POLSEN
COURTNEY POWELL
LANCE PREDO
GARY PYM
JAMES REYNOLDS
KATHERINE REYNOLDS
JACOB REYNOLDS
PAUL RICCOBONO
JOSEPH RIGG
JANE ROOKE
MELISSA RYAN
SARA RYAN
WAYNE SECCOMBE
RONALD SECKOLD
CHRISTOPHER SHEEHAN

JASON SHOOBERT
ANTHONY SHORTT
CARRIE SILK
DIANNE SIMMONS
STEWART SMITH
DANE SPENCER
NEIL SPRING
HANNAH STRAW
EMILY SULLIVAN
GLENN SWIFT
BROOKE THOMPSON
KRISTIE TICKLE
PRERANA TIWARI
ELAINE TOWNS
EBANY TUCKER
CLIVE TULLIPAN
DEBORAH VANZINO
AARON WALKER
KYM WARREN
DONNA WATERHOUSE
LESLEY WATKINS
LEONARD WESTWOOD
SHANNON WHITE
MATTHEW WILKINS
LOUISE WILLIAMS
CASSANDRA WRIGHT
NICHOLAS YEATES
JENNIFER YOUNG
KIM YOUNG

TEAM LEADERS

SEAN AUSTIN
COLIN WORMALD
DAVID GREEN
SHAYNE MARTIN
MICHAEL ADA
JULIA VIZE
DANIEL TRICKETT
DEAN BROUGHTON
MATTHEW KELLY
ASHLEIGH KILLMORE
PAUL MCKENZIE
SARAH WARREN

THERAPY

LISA SALTER
ANGELA CROMPTON
CHRISTOPHER BROWNE

SUPPORT COORDINATORS

ANNA WALSH
NICOLE TYLER
DONNA JACKSON
SJANE SHOEBRIDGE

PLAN MANAGERS

CLANCY PATEMAN
ADAM SANDERS

PEOPLE AND CULTURE

DANIELLE LAMBERT

CORPORATE

SUZANNE PEARCE
MELISSA GADDES
MACKENZIE HARVISON
LEIZA HOLLAND
ANTHONY CARTHEW
KAREN WYNN

SUPPORTED EMPLOYEES

ROSS BAILEY
GARY BAKER
GREGORY BOOTHBY
MITCHELL CAMERON
PHILLIP COCHRANE
BRADLEY COLEMAN
JOSEPH DALMAY
BEVERLY DARGUE
JASON DICKSON
TYE DILLON
NICHOLAS FARES
BRENDAN FORD
RODNEY FORD
ROBERT FOSTER
JACOB GALLAGHER
DANIEL GARDEM
DAVID GOODIN
DANIEL GREENLAND
ANTHONY HAYES
AMY HICKSON
NATHAN HULL
SARAH HURE

BRENDEN JACKSON
SINEAD JOHNSON
DAVID JONES
MARK KELLERMAN
STEVEN KELLY
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
SARAH RAPMUND
WAYNE SMITH
KEENAN STILLMAN
BRADLEY TAYLOR
LEONIE TAYLOR
MATTHEW TEALE
SAMUEL VENN

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 the benefit of clients. They are managed by the CaringaLove committee who are staff delegates nominated and elected from the different workplace areas of Caringa.

Over the past year CaringaLove has continued to grow and gain further support. We're extremely proud of how this internal initiative has enabled our clients to achieve their goals. We will continue to highlight and promote CaringaLove to the community with the hope of moving even more Caringa clients towards even greater success. Successes that may have not been possible without purchases made by CaringaLove. With the increase on last year's contributions the future is very bright indeed.

In the 2019/2020 FY CaringaLove raised \$11,105.50. CaringaLove purchased the following:

- Candle Making Kits
- Harmonicas
- Camping Gear which included a 3 Room Doom Tent, Air Bed with pump, Gazebo, Double Burner Stove, Camping Mugs, Bowls, Cutlery, 3 piece Pot Set, Camp Table, Chair, Solar Camp Shower
- 3 piece Lighting Set & 60L Heavy Duty Storage Container
- We partially supplemented the purchase of several Caringa Ball Tickets for clients to attend

As at 30/06/20 CaringaLove had an available balance of \$19,191.38, with several purchases already approved for the 2020/2021 financial year!

CaringaLove Committee 2020

Matthew Kelly (Chair)
Sue Pearce (Treasurer)
Gemma Buckley (Secretary)
Aaron Walker Workplace delegate
Susan Polsen Workplace delegate
Daniel Trickett Workplace delegate
Mitch Reynolds Workplace delegate
Glen McClymont Communications & Marketing
Ashleigh Killmore Workplace delegate

Caringa Holiday Programs

Check out some of these great shots from our always fun and engaging Caringa School Holiday Programs!

Run over each and every school holiday period and designed for NDIS school aged participants aged 7 and over, each program is jam packed with exciting and engaging activities, experiences and learning.

Check out some of the action!



Some Of The Good Times Of 2020





See you next year!





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E | reception@caringa.com.au

Grafton Office
Level 1 - 144 Fitzroy Street, Grafton

Community Hubs
7 Orara Street, Grafton
100 Bacon Street, Grafton
The Vault, 103/92-98 Harbour Drive, Coffs Harbour

Caringa Employment
1 Orara Street, Grafton

www.caringa.com.au
www.caringastore.com.au
www.facebook.com/caringaaustralia
www.facebook.com/caringastore

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A Complete Life