



caringga

A Complete Life

1953 - 2023

Acknowledgment of Country

Caringa acknowledges the traditional owners and custodians of Australia.

We pay our respects to elders pasts, present and emerging, and all indigenous peoples within the Clarence Valley and Coffs Coast regions.

Bundjalung - Gumbaynggir - Yaegl

Contents

Acknowledgement of Country.....	2
Our Story.....	4
Governance.....	5
Missions & Values.....	6
From the Chair.....	8
A Year in Review.....	11
Financial Summary.....	14
Our Caringa Team.....	17



Our Story

Caringa Australia Limited (Caringa) is a diverse, mission-focused, values-oriented 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 community expectations and to co-design the supports we provide. Caringa can provide services to all NDIS participants regardless of how your plan is managed (NDIA Managed, Plan Managed or Self Managed).

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.

- ✦ Allied Health/Therapy (multipiciplinary)
- ✦ 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

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. Caringa's Directors are committed to contributing effective and contemporary skills to Caringa.



Tim White
Chair



Matthew Katon
Vice Chair



Phil Elliott
Director



Geraldine Gallagher
Director



Deb Vlastaras
Director



Peter Grainger
Director



Our Vision

People with disability experience a complete life within a community that celebrates their individuality

- ✦ Caringa promotes inclusion, takes action for effective change and partners with our community for social change so that our clients experience acceptance, empowerment and inclusion.
- ✦ Caringa's values shape our expanding operation as we serve more people with disability in our community.
- ✦ Caringa's quality of services, social enterprises and innovation enable each client to live a complete life with dignity, choice, control and independence.
- ✦ Caringa pursues sustainability through our people, processes and business decisions to enhance the wellbeing of clients and our community.

Our Mission & Values

To support and empower people with a disability

- ✦ 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 a 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.

Respect ✦ Accountability ✦ Empowerment ✦ Inclusion ✦ Commitment ✦ Rights ✦ Purpose



From the Chair

Welcome to the 2023 Annual Report for Caringa Australia Limited. Another year has gone past us at a great rate of knots. We have had a number of Caringa Community members pass and I would like to extend my and the board's condolences to the families of those that have lost loved ones during the past 12 months.

I would like to pass on a special condolence to the family of the late Vince Castle. Vince was the chair of Caringa for many years and continued as an active life member after retiring from the board. Vince was a part of a group of people that have helped make Caringa what it is today and I am glad Vince was able to see Caringa honour his efforts in naming our head office in Fitzroy Street Grafton 'The Castle Centre'.

We have been able to shuffle things around in the Castle Centre and starting to utilise this great space for our clients, with Day Programs now occupying much of the ground floor and bringing a new vibe to the building which is great to see. Our clients have also welcomed the move to a new space.

In July 2023 Caringa appointed their new CEO, Dr Leon Ankersmit. Leon has joined us following a stint with parliamentarians and 10 year's executive experience including as CEO of Anglicare North Coast. Leon brings with him some new ideas and a fresh start for Caringa to be able to guide us through the post Royal Commission life of a disability organisation to ensure that we will continue to offer disability services to those in

need for many years to come and at the highest standard possible. I would like to welcome Leon to the team.

Thank you as well to Guy Robertson who filled the shoes as interim CEO for the previous 14 months. The time and effort put in by Guy to fulfil this role and continue to complete his role as Chief Operations Officer saw many hours put in for which the board are very grateful. Thank you Guy.

Glen McClymont was also interim CO-CEO with Guy until January 2023, at which point in time he slid back into his role as Chief Communications Officer, but still assisting with running the organisation when required.

Many have been busy over the past 12 months planning a range of events to celebrate Caringa turning 70 and using these events to raise funds to provide a mobile sensory space that can be utilised by the community. Thank you to all those involved that have been a part of organising these events and participating.

If I were to go on and list all those that have worked tirelessly for Caringa in the past 12 months, I would run out of room in this report. I cannot thank our staff enough, you are all valuable members of the Caringa Community and contribute to the success of Caringa in your own way. I would like to thank you for your efforts, especially those on the front line and team leaders that have worked so hard to ensure our clients enjoy 'A Complete Life', well done. Your professionalism and dedication to person-

centred outcomes is appreciated and valued. I am aware that many of you have had to do extra shifts to plug gaps in our workforce supply, thank you. Of course, all of this work is happening while Covid is still around and we thank you for being considerate of others to ensure the safety of everyone.

Our board has welcomed Peter Grainger in the past 12 months. Peter joins us with his small business and commercial property experience being an important dynamic to have on the Board. Welcome Peter.

We have farewelled Geraldine Gallagher from the board in June 2023 as she takes some time to enjoy a new family addition while juggling being a solicitor. Thank you Geraldine for your time and input over the years, we wish you all the best and know you will have your hands full.

Thank you to our hard working staff and our clients and families for keeping the Caringa Community moving forward as we now head into our 8th decade of service in the Clarence Valley and surrounds. What a great achievement. Thank you to the board for volunteering many hours to Caringa and for your continued support of Caringa and me, it is a pleasure to be involved in the journey with you all.

I wish everyone all the best for the year ahead and look forward to what Caringa will offer clients and the community in the coming year.



Tim White | Chair



Year in Review

From the Chief Communications Officer / Interim Co-CEO

The 2022/2023 Financial Year has highlighted the care and character of our entire Caringa Community. Nowhere can this be witnessed more than amongst the people Caringa supports and our frontline workers. Our community has rallied in the face of constant change, and at times uncertainty, to provide quality support worthy of our 70 years in operation. We continue to draw inspiration from those around us, supporting and empowering each other to achieve our goals and pursue our very own unique version of 'A Complete Life'.

While the year in review can be considered in many ways to be one of consolidation and realignment, we are pleased to report a period of success and growth in line with Caringa's strategy and vision. Critical investments have been made in resourcing and systems to not only support continual improvement but also to meet the needs and expectations of our community into the future and the parallel demands of our sector.

Caringa workers have continued to support our community in ways that set Caringa apart as a leading 'for-purpose' organisation. Whether providing drop-in supports, supported independent living (SIL), supported employment, therapy, support coordination or plan management, it is at the intersect between Caringa and our community where trust, growth and positive outcomes are realised. Caringa's Team Leaders continue to provide the vital conduit between our many frontline workers, clients and Caringa. They do so with dedication and commitment while successfully managing challenging situations on a daily basis.

As the world seemingly moves on from COVID, it is very important to reflect on the dedication and hard work of many people who assist others in our community across this readjustment phase. The commitment is ongoing and I want to take this opportunity to recognise the integrity of this support and those who deliver it. From everyone, thank you. It is also appropriate at this point to single out the efforts of our rosters team, led by Sean Austin (Workforce Planning Coordinator), who continue to prioritise the safety of our community while ensuring that Caringa's commitment to continuity of support is met. Achieving this balance is much easier said than done and Caringa's rosters team have done a fantastic job under what was often great pressure.



We look to the future with great optimism. We are 'By Community – For Community'. The foundations of the history that made Caringa the success story it is today holds us in great stead.



Under the close eye of Mackenzie Harvison (Communications, Community Engagement & Marketing Officer) demand for Caringa services remained strong across our offerings with workforce supply shortages remaining the most significant challenge in meeting demand, as is the case for many disability services organisations across Australia. We have tailored and streamlined our recruitment and retention pipeline and systems across this period to help identify and recruit the next generation of Caringa Disability Support Workers. Early indications are showing positive results with a large amount of this due to the hard work of Victoria Mullins (People and Culture Officer). Recruitment and retention opportunities and challenges will remain a high priority into the foreseeable future with Caringa determined to lessen the impact of this complex issue on our community.

In May 2023 Caringa welcomed our first Clinical Educator/Coordinator Hayley Cassano. The positive impact of this role on Caringa's clinical policies, procedures and associated training cannot be understated. Hayley brings a wealth of knowledge and experience for the benefit of the entire Caringa Community, especially (but not limited to) for those requiring high intensity support. Hayley's recruitment provides another example of Caringa living in to its values and delivering on our commitment to our community in a high-quality way.

Safety remains a strong focus at Caringa while we continue to reap the benefits from our commitment to ICARE's P2 Program findings and recommendations. Kim Johnson (Safety Officer) continued her invaluable work embedding, maintaining, and updating positive safety systems, culture and training throughout

our entire service footprint. Kim has worked intensively across many focus areas and in collaboration with our far-reaching Health and Safety Representative (HSR) teams, to ensure we deliver on our values and safety commitments. Safety trends across this period are very encouraging and foreshadow further valuable investment in this important area.

Caringa Employment has experienced another successful year with sales and outcomes firmly in focus. Of particular note are several initiatives led by Brennan Elks (Manager - Caringa Employment), including significant safety system upgrades and maintenance; Supported Employee wage assessment project updates and delivery; fresh, quality produce grown and sold to our local community; and increased sales across most measures including several sizable contracts (some interstate) coming to fruition. There is much excitement for what the future of Caringa Employment holds. Based on this strong foundation successful employment outcomes for people with disability will take many exciting forms into the future.

This year saw the retirement of renowned Caringa Physiotherapist Angela Crompton, which led to a downsizing of Caringa's therapy team. Angela provided high quality specialised Physiotherapy support that ran over many decades across multiple organisations and departments. Angela's positive contribution to our community is beyond measure and we are excited to say that we are working with her to ensure that she continues to share her wisdom and experience with the Caringa Community (did we say retirement?) ... stay tuned! Meanwhile, Chris Browne (Positive Behaviour Practitioner) continues to provide support to many and we take this opportunity to

recognise Chris' dedication and commitment to this vital specialised field. Thank you, Chris.

Multiple vacancies were carried at different times across FY23 and Caringa's corporate team worked tirelessly to ensure operational continuity and quality was maintained. In this regard special mentions must be given to Ruby Grieves (Quality Systems Manager), Sue Pearce (Finance Coordinator), Zachary Page (Client Services Manager), Matthew Kelly (Client Services Coordinator) and Guy Robertson (Interim CEO / Chief Operating Officer), all of whom played major roles in maintaining our 'business as usual' status across the year.

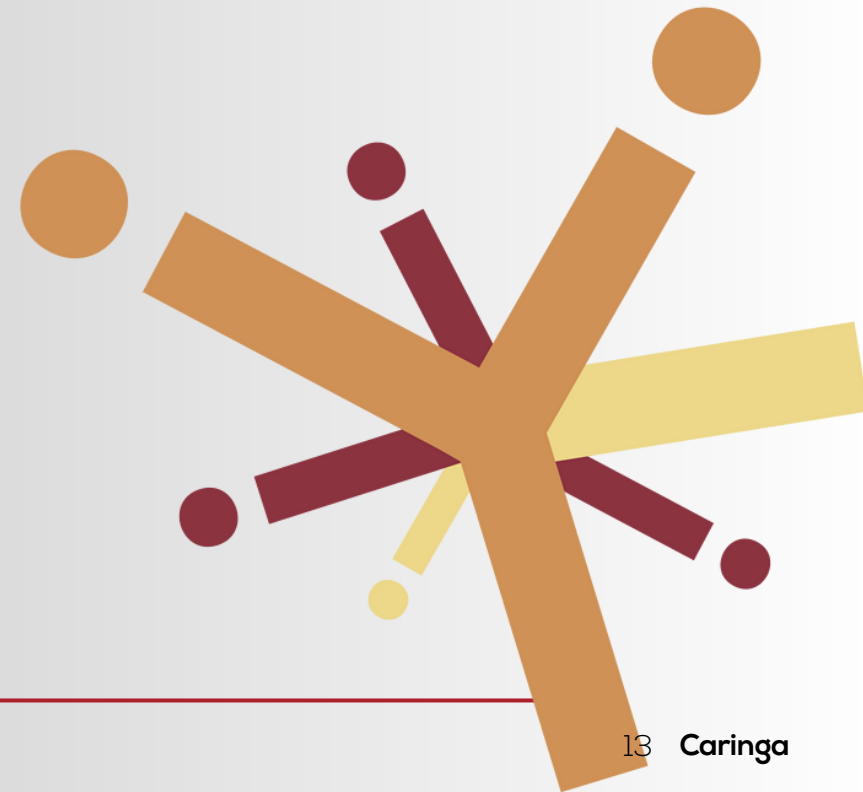
A notable addition to the Caringa team occurred in the final stages of the year as we welcomed the appointment of new CEO Leon Ankersmit. Leon brings with him a wealth of experience, qualifications, care and demonstrated alignment with Caringa's values and future goals. Welcome to the Caringa Community Leon and we all look forward to what lays ahead under your guidance.

A final thank you to all Caringa Directors for your leadership and governance across another fruitful and challenging year. Your contribution assured Caringa's mission and values remained at the forefront of our strategy and community in general. Special acknowledgement to Caringa Chair Tim White who committed countless volunteer hours across the year, far beyond the usual expectations of someone in his position. Your support and guidance was, and continues to be, invaluable.

We look to the future with great optimism. We are 'By Community – For Community'. The foundations of the history that made Caringa the success story it is today holds us in great stead. Love. Passion. Perseverance. Understanding. Care. These are some of the elements from which in 1953 Caringa was born. Our alignment with this history, paired with the experience of our current community, provides an exciting moment in time where anything is possible.



Glen McClymont CCO / Interim Co-CEO



Financial Summary

Our financial performance for the year is best viewed in the context of environmental challenges. Our internal operating environment was one of significant change at the executive level, including the departure of our Chief Financial Officer at the start of the financial year. Externally, we found ourselves in an increasingly tight labour market, with the unemployment rate reaching levels not seen in Australia in the past 50 years. Given that so much of our business activity and revenue is reliant on workers delivering services, we are pleased to report that despite the market constraints and internal disruptions, we still managed to increase our revenue by almost 5% over the previous year. This is very satisfying given that this year's result consolidates a particularly strong previous year that saw 9.5% growth.

Sales revenue was especially strong, growing more than 40% on the previous year, and we thank all of the team at Orara Street for their hard work in our workshop, market garden and Top Cuts crews.

Our balance sheet shows a healthy mix of cash and non-current assets to offset relatively modest liabilities, giving us great confidence that

we have the capacity to deliver our mission and strategic direction into the future.

Points of note include:

- Our revenue grew by \$900,000 on the previous year, representing a 4.8 % increase.
- Retained earnings for 2022-2023 totaled \$518k, representing a modest surplus of 2.6 %.
- Our equity increased by a further 5% this year.

It is gratifying to note that we are not a profit-driven organisation and we place the quality of our services to the Caringa Community at the centre of our work. While this imperative can increase the cost of services and reduce efficiency, our financial results tell the story of a strong business model that is sustainable and robust for the future in a competitive market segment.

Income and Expenditure Summary*	\$'000	
	2022-23	2021-22
Income		
Government Funding and NDIS	17,090	16,536
Sales	1,250	873
Operating	934	617
Other	413	762
Total Income	19,687	18,788
Expenses		
Staff and Related	16,529	15,666
Operating and Selling	1,452	1,274
Properties, Vehicles and Depreciation	1,018	972
Administrative	170	225
Total Expenses	19,169	18,137
Retained Earnings	518	651

Summarised Balance Sheet*	\$'000	
	30.06.23	30.06.22
Assets		
Cash and Bank Deposits	3,449	2,338
Inventory and Receivables	586	528
Other Financial Assets	3,127	3,399
Properties, Vehicles and Equipment	7,758	7,909
Total Assets	14,920	14,174
Liabilities		
Payables and Lease Liabilities	1,307	1,114
Other Liabilities	0	0
Employee Benefits	1,870	1,779
Borrowings	848	903
Total Liabilities	4,025	3,796
Equity	10,895	10,378

*Based on 2023 Financial Audit Report and 2022 Financial Year Adjustments





Our Caringa Team

FRONTLINE

MICHAEL AKINS
BRODY ALBISTON
KATIE ALEXANDER
TODD ALLISON
LEANNE AUSTIN
ALARNI BAKER
DARREN BARKESS
JOSH BARTRIM
VAUGHN BASSET
CAITLIN BEESTON
DARREN BELL
MELISSA BENSON
LISA BERRY
DANIEL BLACKMAN
KELSEY BONACCORSI
RHIANN BRADY
KRISTY BRETT
GLEN BUSH
BRENDA BUSHHELL
JUSTIN BUTLER
NICHOLAS CAMPBELL
NOEL CAMPBELL
KIRSTY CAPLE
ANNIE CHAPMAN
DECLAN COLLIE
HUAN COLLIE
JEREMY CONE
HAYLEY CONNOLLY
JANELLE COOK
NICOLE CORBETT
NATHAN COTTEN
SAMUEL COWPER
RANDALL CRAIG
BENJAMIN CRISPIN
EMILY CUMMINGS
REBECCA CUMMINGS
BREAN CUNNINGHAM
CHRISTOPHER CUTLER
ANTHONY DAHL
MICHELLE DARLINGTON
BEAU DELEVANTE
KIRSTIE DENDLE
KIM DENOVA

GRAHAM DEWBERRY
LISA DICKENS
INGRID DIGNAM
PAUL DUNWORTH
KAYLA DYSON
SIMONE EARLE
EMMA EASTON
STEPHANIE EGGINS
DANIELLE ELLIOTT
TAYLAN ELLIS
LELANA ELWARD
TARA EVELEIGH
BRETT EWINGTON
JAYDEN FAHEY
JAKOB FLYNN
JADE FRANKLIN
MICHAEL FREIER
CARMEN FRENCH
MELISSA FRENCH
PETER FRENDO
KERRY GALLAGHER
REBECCA GEARY
DEBRA GUENTHER
JACINDA HALCROW
SAMUEL HALL
PIPPA HANSON
CATHERINE HARGANS
RAYMOND HARRISON
SUZANNE HARRISON
HOLLY HASTINGS
BREANNA HATGIS
JODIE HATGIS
GLENN HAWKINS
CHARLIE HAYES
JORDAN HICKSON
DIANA HILL
KATIE HINDOM
SHELBY-ELLEN HOGAN
TYLER HOGDEN
THOMAS HOLMES
JODIE HORSFALL
RONALD HORSFALL
JOANNA HOUGHTON
KIRSTY INGLEDEW

SUNNY INGLEDEW
ERIIN JESSUP
KEIRON JOHNSON-HERON
ANNE KINGSTON
ROSE KNELL
HEIDI KRUGER
BRENNON LAVERY
GERARD LEONARD
GEORGIA STEVENS
ANNETTE LUSCOMBE
EMILY LUZZI
BRIDGETTE LYNCH
BRIANNA LYNDON
PAUL MARSCHAM
TAYLOR MARSHALL
MELANIE MARTIN
MICHAEL MARTIN
TIFFANY MARTIN
PHILLIP MCCARTHY
LUKE MCCONNELL
TAMAR MCHUGH
MICHAEL MCKENZIE
NICHOLAS MCKENZIE
JESSIE MCLACHLAN
VICKI MCPHERSON
RYAN MCSWAN
JENNIFER MEZHER
PAUL MILFORD
MADALYNN MILLINGTON-CARROLL
ABD RASHID MOHD JAMIL
KIRAN MORRISON
SUZANNE MOSS
PHILIP MULLINS
AARON MUMBLER WEBB
JESSICA MUNRO
VICTORIA MURRAY
CODY MYERS
MARYANNE NEWTON
RENEE NILON
ELLINORE OLDFIELD
DAWN PARTRIDGE
SHARYN PATON
NICOLE PAUL
KATIE PERA

KAITLYN PEDICARO
ANGEL PETRIE-WINDRED
MEGAN PHILLIPS
LOUISE POTTERTON
COURTNEY POWELL
LANCE PREDO
NICK PRICE
JACOB REYNOLDS
JAMES REYNOLDS
KATHERINE REYNOLDS
PAUL RICCOBONO
ANNE RIDDELL
JASON ROBINSON
JANE ROOKE
ADAM ROOKS
RHIANNON SAUNDERS
WAYNE SECCOMBE
MAREE SECKOLD
RONALD SECKOLD
CHRISTOPHER SHEEHAN
JASON SHOOBERT
ANTHONY SHORTT
KATE SHORTT
SAMANTHA SHORTT
CARRIE SILK
DIANNE SIMMONS
BIANCA SIMPSON
GREGOR SIMPSON
JANETTE SLATTERY
KYLE SMALL
STEWART SMITH
JAMES STANMORE
NICOLCE TASEVSKI
NATHAN THOMPSON
CARL TURNER
GARY TURNER
KYLIE TURVEY
MICHELLE TURVEY
ELORA VEST
AARON WALKER
PERRY WALLEKERS
JESSICA WALLINGS
KASEY WALSH
KASEY JUNE WALSH
KYM WARREN

DONNA WATERHOUSE
LESLEY WATKINS
JAYDE WELLER
ANDREW WHITE
TERENCE WHITE
KRISTY WILLARD
ELIZABETH WILSON
NAOMI WINTER
TYLER WRATTEN-HANCOCK
CASSANDRA WRIGHT
NICHOLAS YEATES

SUPPORTED EMPLOYEES

ROSS BAILEY
GARY BAKER
DAVID BARLOW
JENNIFER BAXTER
GREGORY BOOTHBY
NATAHLIA BUSHELL
MITCHELL CAMERON
RILEY CAMPBELL
JUSTIN CARNE
TONY CHILD
BEVERLY DARGUE
JASON DICKSON
TYE DILLON
ELIZABETH FELSCH
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
DORIAN KENNEDY
KATE KRATZ
ANDREW LAIDLAW
KYLE LAWRIE
ROBYN LEWIS
ANGELA MCGRATH
GAVIN NEALE
JAMES NIXON
MOIRA O'CONNOR
MIKAILAH PASSLOW
CRAIG PERRETT
EDWARD POWER

MATTHEW RAINEY
SARAH RAPMUND
WAYNE SMITH
WILLIAM SMITH
BRADLEY TAYLOR
LEONIE TAYLOR
MATTHEW TEALE
BASTIAN TRAECEY
SAMUEL VENN

THERAPY

CHRISTOPHER BROWNE
ANGELA CROMPTON
LISA HONEYCHURCH
LISA SALTER

OUTCOMES & PRACTICE LEADERS

DEAN BROUGHTON
DAVID GREEN
DONNA JACKSON
SHAYNE MARTIN
PAUL MCKENZIE
CRYSTAL MONKHOUSE (ACTING)
JESSICA MULDER (ACTING)
KRISTIE TICKLE
DANIEL TRICKETT
JULIA VIZE
SARAH WARREN
COLIN WORMALD

SUPPORT COORDINATORS

TROY DENT
ASHLEIGH KILLMORE (ACTING)
LISA MERCY
MELISSA RYAN
NICOLE TYLER
DEBORAH VANZINO
ANNA WALSH
ANNE WHITE

PLAN MANAGERS

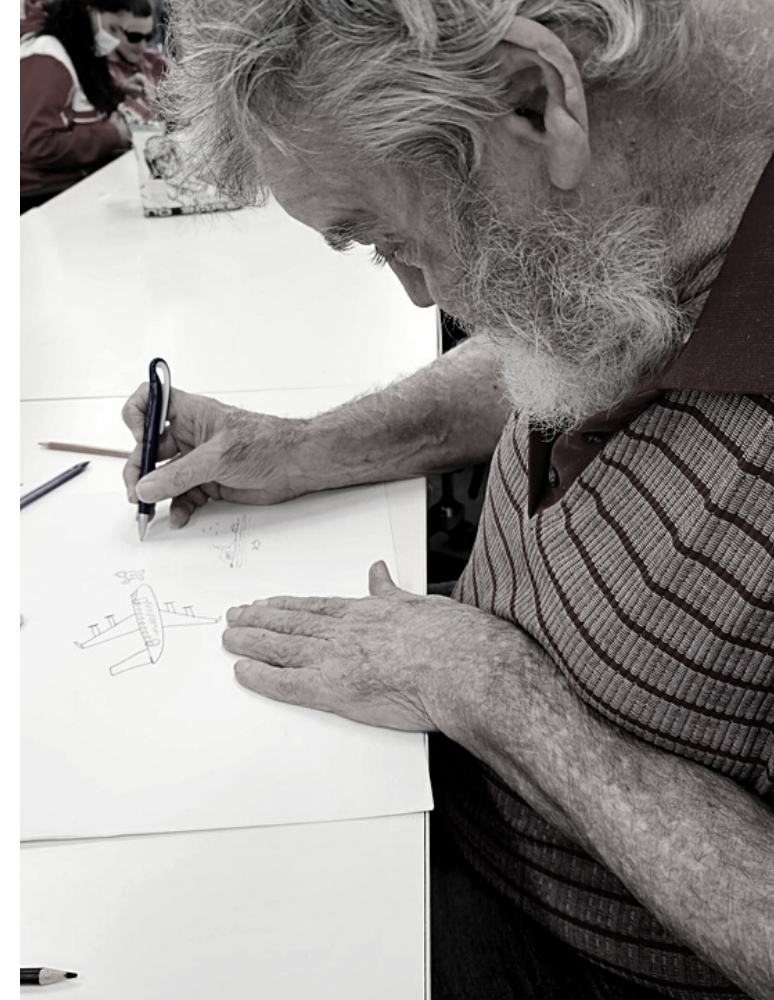
CLANCY PATEMAN
ADAM SANDERS

CORPORATE

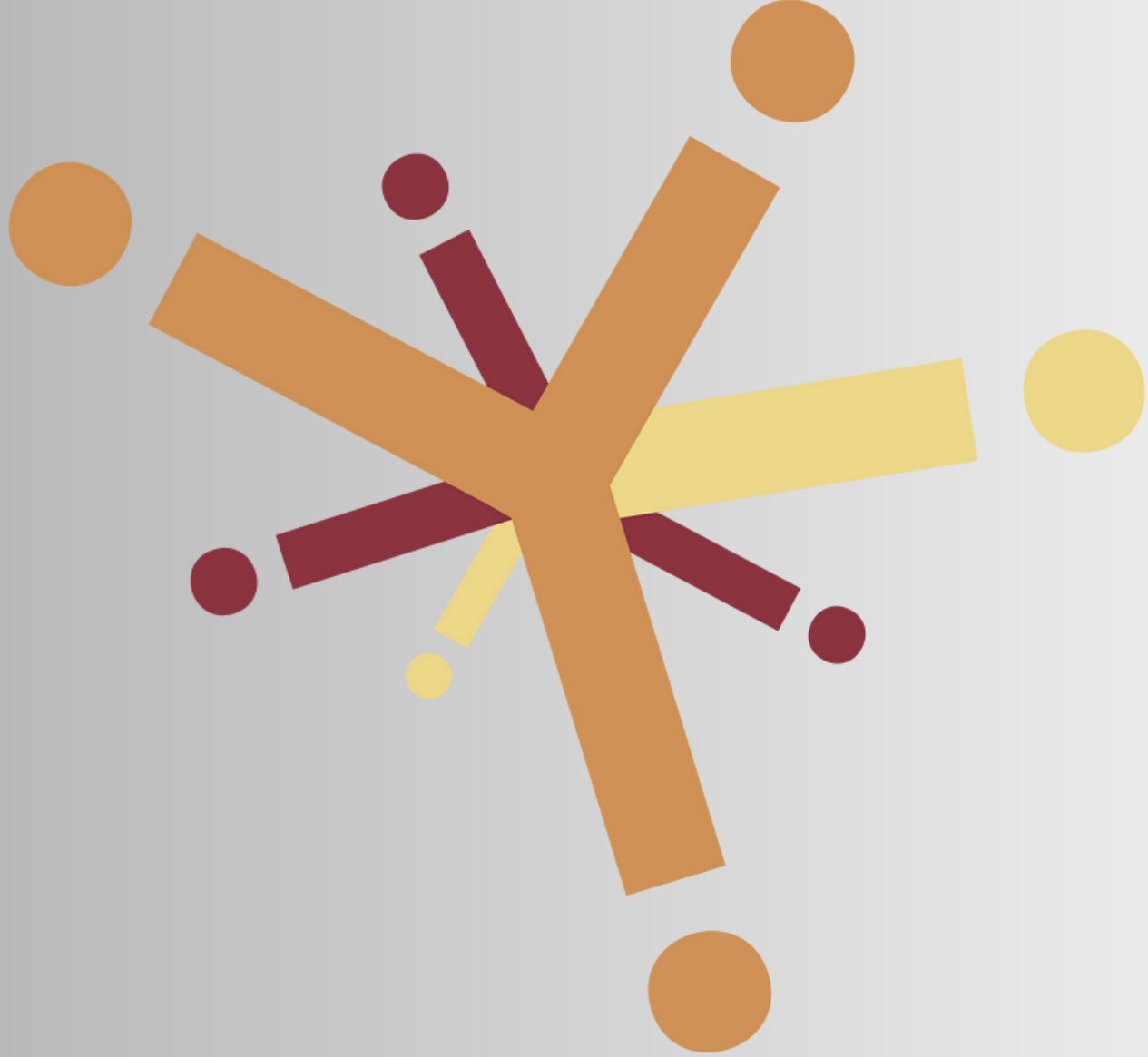
GINO ASCENZO BAHAMONDE
SEAN AUSTIN
JOANNE CHARLESWORTH
BRENNAN ELKS
MELISSA GADDES
RUBY GRIEVES
MACKENZIE HARVISON
LEIZA HOLLAND
KIM JOHNSTON
MATTHEW KELLY
GLEN MCCLYMONT
CATHERINE MCSWAN
AMELIA MEARS
VICTORIA MULLINS
MEGHAN NELSON
ZACHARY PAGE
RACHEL PEARCE
SUZANNE PEARCE
SHARRON PRICE
GUY ROBERTSON
SJANE SHOEBRIDGE
MARTINA SKINNER

IMPROVE SUPPORT PEOPLE
ABLE LIVE HOPE JOY GOALS D
TEAM SUPPORT SKILLS
SUPPORT HOPE ENJOY SKILLS
BUILDING HOPE ENJOY SKILLS
CLIENTS ENJOY GOALS GAIN M
ENJOY GOALS GAIN A K F F
TEAM GOALS GAIN SMILING I F F
OUTCOMES GOALS GAIN SMILING I F F
CLIENTS GOALS GAIN SMILING I F F











CARINGA SCHOOL

caringa
A Complete Life

Level 1, 144 Fitzroy St, Grafton NSW 2460

The Vault 103/92-98 Harbour Drive, Coffs Harbour NSW 2450

P.O Box 299, Grafton NSW 2460

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

www.caringa.com.au