



caringa

A Complete Life

**Annual
Report**
2024 - 2025



PURPOSE

RESPECT

RIGHTS

ACCOUNTABILITY

EMPOWERMENT

COMMITMENT

CONNECTION

We say thank you to the Bundjalung, Yaegl, and Gumbaynggirr peoples. They are the Traditional Owners of the land, rivers, and sky where we live and learn. We respect their Elders—past, present, and future. We are grateful to be here and promise to care for this Country, just like they have for thousands of years.









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Message from the Chair and CEO

A Message from Caringa's Chairperson

Hi everyone! We are happy to share what we have done in the past year at Caringa. We want to thank the 270 people who work hard every day to make Caringa great. We also welcome new members and directors to our team. Our goal is to help people with disabilities live full lives in our community.

This year, we faced some challenges. The government is giving less money to support people with disabilities, so we need to find new ways to keep our services going. Even with these challenges, we are still focused on our future and our mission.

Caringa has special qualities that help us do our work well. These qualities are like our "social capital," which means the good things we do for our community. Here are some of the things that make us special:

- We are a community-owned and locally governed group that supports people with disabilities.
- Our mission is to help and empower people with disabilities.
- We have a strong reputation built over 70 years of providing jobs, services, and support in our community.

For more information about our plans for the future, please read our 2025 Strategic Plan. We hope you enjoy reading this report!



Tim White
Chairperson

A Message from the CEO

Hi everyone! This year has been full of achievements and challenges. I am thankful for the hard work and dedication of everyone who supports Caringa.

This year, we made progress on our goal to improve our main residential property, which has been serving our community for over 40 years. We partnered with a local architect to design modern housing for up to 20 residents. They will be able to choose the right mix of independence and support that suits their lifestyle.

In 2024, we invested in health services by creating a team to fill gaps in available services. This ensures that the Caringa Community has access to excellent therapeutic and health support. We also grew our education and nursing team to meet the changing health needs of our aging population.

We started a plan to improve our residential properties by replacing old ones with better options. We bought a duplex in Great Marlow and sold a property in Fry Street, Grafton. We also plan to close a leased property in Coffs Harbour and buy a house in the Lower Clarence.

The Board of Caringa made some brave decisions to invest in our future, despite financial challenges. Even though we had a negative financial result this year, we assure our members and community that our performance is better than many others in our sector. We continue to achieve our goals of safety, quality, and compliance. We are confident that Caringa can adapt to new business conditions while keeping the unique qualities that make us who we are.



Leon Ankersmit
CEO



Our Board of Directors

Caringa has five elected volunteer directors (as of 30 June 2025). These directors oversee stewardship of the organisation. They bring with them a wealth of experience and qualifications from wide-ranging industry backgrounds for the benefit of Caringa.



Vicki St Lawrence
Business & Project
Management (Retired)



Timothy White
Chartered Accountant
(White & Associates)



Deborah Vlastaras
Business Owner



Joshua Craig
Solicitor
(PGH Solicitors &
Conveyancers)



Darren Kershaw
Community Sector
Business Management &
Governance (Retired)

Our Vision, Mission & Values

Our Vision

People with disability experience a complete life within our community

1

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.

2

Caringa's values shape our expanding operation as we serve more people with disability in our community.

3

Caringa's quality of services, social enterprises and innovation enable each client to live a complete life with dignity, choice, control and independence.

4

Caringa pursues sustainability through our people, processes and business decisions to enhance the wellbeing our community.

Our Mission

To Support and Empower People with Disability

Our Values

PURPOSE

We are making a positive difference in the lives of people with disability and their families.

RESPECT

We are person-centred and community focused.

RIGHTS

We are a rights-based organisation. We promote the rights of people with disability in all aspects of our service.

ACCOUNTABILITY

We are accountable, ethical and financially responsible.

EMPOWERMENT

We value the individual strengths of the people we support and the people we employ.

COMMITMENT

We are committed to being a service provider and employer of choice.

CONNECTION

We believe in the power of meaningful connections to help us thrive.



Management Team

Caringa has a large team of workers. Five leaders work with Leon, helping all our workers to make Caringa the best it can be.



Angela Isaac
Manager –
People & Culture

Angela Isaac is the Manager of People & Culture at Caringa. She works hard to make Caringa a happy and safe place to work. Angela helps her team find the best people to work at Caringa and helps everyone learn new things to do their jobs well. She wants everyone to feel good at work and to keep each other safe.

Angela and her team help with:

- **Safety:** Making sure Caringa is always a safe and friendly place for everyone.
- **Finding and Keeping Staff:** Hiring new people, helping them learn, and making sure they want to stay at Caringa.
- **Happy and Healthy Staff:** Helping everyone feel happy and proud to work at Caringa, so they do a great job helping others.
- **Rules and Policies:** Changing the rules if staff say something needs to be better, or if the laws change.

Angela wants Caringa to be the best place to work and to help everyone who comes to Caringa. She works hard so that Caringa is always caring, safe, and a great place for staff and the people they support.



Zachary Page
Manager –
Client Services

At Caringa, Zac helps make sure everyone gets the support they need. He works hard so the people in the Caringa community feel safe, happy, and cared for. His job is very important. He listens to people, solves problems, and wants Caringa to keep getting better.

Main Jobs:

- **Helping People:** Zac helps plan and give support to people in the Caringa community. He makes sure everyone gets what they need.
- **Making Things Better:** Zac helps Caringa grow and do new things that are good for clients and workers.
- **Talking With Others:** He talks with clients, their families, and other groups like the NDIA to help everyone work well together.
- **Fixing Problems:** If there is a problem or someone is worried, Zac helps find a good answer quickly.
- **Always Improving:** He is always looking for ways to make Caringa better for everyone.
- **Helping the Community:** Zac wants everyone in Caringa to feel important and part of the group.

Goals for This Year:

- Keep making relationships with clients and families stronger.
- Support and help Caringa's workers and team leaders do their best.
- Plan and get ready for more Supported Independent Living (SIL) and make Caringa day services even better.
- Learn about changes in the industry to help Caringa make good choices.

Management Team Continued



Glen McClymont
Manager –
Business & Enterprise
Development

Glen helps Caringa grow and improve. He looks for new ways to support people with disability and make sure our services work well for everyone. He talks to other groups and businesses to build strong partnerships. Glen's job helps Caringa reach more people, create better programs, and make sure we are doing the best we can for our community.

Focus areas for the year ahead include:

- Help Caringa choose and work on the most important goals to make things better.
- Build more and better relationships with people and groups outside of Caringa to help us do great work.
- Create more job opportunities for people with disability by improving old services and starting new ones.
- Share Caringa's ideas and support with the community to help everyone understand disability better, especially local businesses.



Ruby Grieves
Manager –
Quality Systems

Ruby works with all the teams at Caringa to make sure everything is done properly and follows the rules. She checks that our systems are working well so we can keep giving good support to people with disability. Ruby helps with audits, looks at data to find ways to improve, and takes care of the computer systems we use to keep track of our work and the people we help.

Focus areas for the year ahead include:

- Help everyone at Caringa learn and use our new computer system (CRM) called Lumary.
- Get Caringa prepared for a big check-up (called an audit) to show we're doing things the right way.
- Keep checking and improving how Caringa works to make sure we're always doing our best.
- Make Caringa's systems and ways of working simpler and faster so things are easier for everyone.



Bree Dahl
Clinical Lead -
Psychologist & Behaviour
Support Practitioner

Bree is the proud leader of Caringa's Allied Health team.

This amazing team includes:

- Occupational Therapists – who help our clients be independent in daily life
- Clinical Nurses – who support our client's health and wellbeing
- Behaviour Support Practitioners – who work with clients to create safe and positive ways to manage challenging behaviours
- Psychologists – who help clients with their thoughts and feelings

Bree's job is to bring all these skilled people together and provide the very best care to members of our community. Our team is known for our great work and fresh ideas, we are always looking for better ways to support people.

Client Services Team

Our **Client Services Team** are a group of leaders with special skills. They work with Zac Page to make sure that people get the support they need.

The team is led by Matt Kelly, who makes sure everyone does their best. They help people with living on their own, finding safe places to live, joining in the community, and learning new skills, like getting jobs.

The team helps a lot of Direct Support Workers do their jobs well every day. They care a lot about giving the best help and always doing the right thing. Other helpers make sure that everything is safe, correct, and follows the rules. The Client Services Team is very important at Caringa!





Caringa's Asset Management Team



Caringa's asset management team has a very important job. They help take care of things that belong to the company, like buildings, equipment, and cars.

The team keeps track of where everything is, making sure it works well and lasts a long time. If something breaks, they help fix it or replace it. They also plan ahead so nothing important gets lost or forgotten.

Along with their usual work, the team is very good at home maintenance. They check houses to see if anything needs to be cleaned, painted, or fixed. They make sure lights work, doors aren't broken, and windows stay safe. This helps make every home comfortable and safe for everyone to use. By organising and looking after the company's things, Caringa's asset management team helps everyone do their job better and keeps the company running smoothly. Their work is a big part of making sure Caringa succeeds.





Hey there! My name is Amie Perkins. I am a 17 year old Gumbaynggirr woman and reside on Gumbaynggirr Land. I am currently participating in the talent.ed Custom Employment pathways program at 70 space. My hobbies are to get creative and like to do things independently but with this program I've learnt to socialise together and be a part of a group.

I have wanted to achieve my Driver's License for a long time but struggled alone, and when I was a part of the group I achieved things I normally wouldn't be able to, I now have my L's, A working resume and I'm still learning to be social through employment and cultural pathway options. And I can see my progress moving forward every day. And still want to achieve more things.

I attend Caringa on Tuesdays, Wednesdays and Thursdays to help with basic life activities. I enjoy learning new things and gaining positive experiences and gaining important certificates that will follow me throughout life. I have many opportunities given by the talent.ed Program that I wouldn't have gotten anywhere else.

My current goals are to achieve Independent living by the time I turn 18. My future goals are to be able to manage my own funds and responsibilities. My future goal is to eventually have my own home and the hope to have a certificate or a Job. I have always liked achieving many things and I believe with the right support I am able to do it.

Meet Amie



Meet Diesel

Preferred Name:
Lycaon
Sounds like:
lai-kay-uhn
Age: 16

Diesel currently attends DISARUPT. at talent.ed weekly, as a part of his collaborative transition leaving High School, moving towards TAFE and into adulthood vocational pathways.

Meet Kit

Kit currently attends CULTURE CLUB at talent.ed two days a week. As a self taught artist, they love drawing, music, cosplay and singing.

In Kit's Words:

- Art is the way I express myself and it helps me to process negative thoughts.
- BFDI (Battle For Dream Island) is a vital component in my everyday routine as it influences all aspects of my life. My Pin plushie is my most prized possession, she helped my cope in bad times and I couldn't imagine life without her.
- I am autistic and fabulous.

Kit would like to share some of their goals for 2026

- Learn to tween* to support my illustration skills
- Improve my voice acting skills for a job
- Keep learning plushie making for costume and set design jobs
- Now I have my L's – get my driving hours up for my P's

In Diesel's Words:

My passion is for Norse mythology, mythological gods, and the spiritual realm. I love all things spooky and enjoy creating adventures filled with eerie, creepy elements.

I have ADHD, so my attention can often be redirected, and I may not always stay fully focused on the task at hand. A simple, gentle reminder is all I need to get back on track. However, once I've made up my mind about something, I may struggle to re-engage with a different topic.

One of my main goals this year is to earn my driver's license and gain more independence.

I want to get a job where I can help people, possibly as a hospital warden or a police officer.

Supporting and uplifting other people is a big part of who I am.

From the talent.ed Team:

The talent.ed Team are incredibly proud to share that Diesel was talent.ed's first official referral and community member, joining us in August of 2024 to work with Chase.

Diesel has been instrumental in helping talent.ed to take form as a pathway for others to join, focusing on customised vocational goal setting and discovery with a clear person led approach. Diesel takes on a mentoring role for new participants when they join our program now, as an advocate for everyone's own control over their decisions and the direction of their personal talent.ed journey.

Some Key Caringa Community Statistics (as at 30 June 2025)



40

Supported independent Living (SIL) Caringa Community Members



268

Plan management Caringa Community Members



39

Supported Employees



14

Custom Employment Pathways Participants



80

Allied Health Services Participants



19

Accessible Adventures with 70 Participants travelling 15,000 km to experiences outside of our region



Financial Summary

Our financial result for 2025 was again below the previous year's, even though our overall revenue increased by 7 percent on 2024. While this result shows that we need to improve some of our performance to achieve a positive operating margin, our overall growth also shows that we are fulfilling our mission by supporting more people in our community than ever before.

We continue to experience the effects of the current cost restraint strategy for the NDIS, in which the Australian Government has set a target of no more than 8 percent growth for the sector by 2026. The real-term implications for our company

include a tightening of 'intra-plan inflation' whereby we can no longer expect to be reimbursed for services provided in excess of a person's NDIS plan budget. Previously, claims for such services, supported by evidence that these were provided out of necessity, could reliably be expected to be paid. Now our operations teams need to carefully balance the need to extend services beyond plan budgets in situations where it affects the safety of participants and staff, against the imperative to not 'overspend' as the costs of these unfunded services are now borne by the Company.

At the same time, our operating margins are shrinking because the annual increase in NDIS funding is not matching our real-world cost increases in areas such as wages, superannuation and leave provisions, insurance and utility costs.

Despite these challenges, the Company has continued to invest during the year, both in assets and in program activities. These investments have started to pay dividends, as we see our impact growing for the benefit of our community.


In December 2024 we completed the purchase of a new residential duplex property at 26 Poplar Drive, Great Marlow. This beautifully presented property on the edge of Grafton provides very comfortable housing for up to six tenants in two separate dwellings, close to transport and healthcare facilities.

Highlights Summary

Revenue for FY 2025 increased by 7% on previous year = **more services delivered to more people.**

A strong focus on strategic growth despite challenging financial circumstances = **courage to deliver our mission.**

A healthy balance sheet that can support our strategic objectives = **long term stability while we adapt to changes in our economic environment.**



Income and Expenditure Summary	(\$'000)	
	2025	2024
Income		
Government funding and NDIS	19,269	17,672
Sales	988	1,176
Operating	1,226	885
Other	604	922
Total Income	22,087	20,655
Expenses		
Staff and Related	19,076	17,639
Operating and Selling	1,983	1,941
Properties, Vehicles and Depreciation	1,313	1,090
Administrative	166	211
Total Expenses	22,538	20,882
(Deficit) / Surplus for the year	(451)	(227)
Summarised Balance Sheet	(\$'000)	
	2025	2024
Assets		
Cash and Bank Deposits	2,191	4,841
Inventory and Receivables	671	538
Other Financial Assets	1,124	514
Properties, Vehicles and Equipment	9,426	8,381
Total Assets	13,412	14,274
Liabilities		
Payables and Lease Liabilities	1,291	1,802
Other Liabilities	238	275
Employee Benefits	2,256	2,067
Borrowings	2	52
Total Liabilities	3,787	4,197
Equity	9,625	10,077

During the year we commenced a fleet renewal program that seeks to replace our ageing fleet of passenger vehicles over the next three years. We purchased several new vehicles including two that were modified for wheelchair access, replacing vehicles that were up to 15 years old.

In the program delivery area we have renovated our vacant building at 7 Orara Street, and launched a 'Custom Employment Pathways' program that assists participants to discover and explore opportunities for open employment. We have also invested in our newly formed

Allied Health team which continues to grow and provides essential professional therapeutic and nursing services to our community. Both initiatives are expected to become profitable within 18 months of launching.

Our balance sheet continues to show a strong financial position for Caringa, with borrowings reduced to just \$2000 during the year while our cash balance has reduced due to asset purchases.



VISIT CARINGA
WEBSITE HERE

Caringa Services



Caringa understands that one of the most important decisions you can make is choosing where you live.

We offer a variety of accommodation options and associated supports across the Clarence Valley and Coffs Coast areas. If you're looking to move into your own place, Caringa has the accommodation and supports available to help you take this important step.



Caringa understands that home is where the heart is.

Caringa can come to you where you're most comfortable, in your own home. With respect and consideration, we offer in-home supports to assist you with your daily household tasks and activities. We also provide help so you can build your capacity to live more independently both now and into the future.



Caringa understands that everyone's employment needs and outcomes are unique.

Whether you are looking to build your skills, work in a supported employment environment, transition from school to work or increase your employment prospects with a view towards open employment, Caringa has the experience and opportunities available to get you working.



Caringa understands that sometimes everyone needs a plan.

Caringa has qualified and professional Behaviour Therapists, Psychologists, Behaviour Support Practitioners, and Clinical Educators to help you achieve your goals.

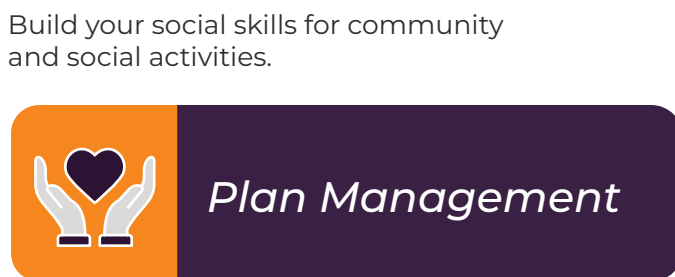
- Specialist Behavioural Intervention Support
- Specialised intensive interventions, assessment and behaviour support plan development.
- Training for carers and others who support you.
- Individual Social Skills Development



Caringa understands the importance of friendships, inclusion and doing the things you love.

It feels good when you connect with your community, make friends and do the things you love to do. It can be lots of fun and is also one of the best ways to improve your general health and wellbeing.

Caringa offers supports to help you get more out of life, meet people who share your interests, increase your community involvement and build the skills you need to become more independent.



When it comes to the NDIS, Caringa understands who to pay and when to pay them.

If you have chosen to Plan Manage your NDIS funding, Caringa is the ideal choice. Caringa Plan Management offers trustworthy service, transparency and flexibility. Our Plan Managers are available locally right now, face-to-face, to help you get your NDIS plan off to the right start.



Caringa believes in celebrating the individuality of everyone we support within our community. We're here to listen, learn, and create a safe and welcoming space where all people with disability can thrive and be empowered to live "A Complete Life".



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**PLEASE TURN OVER FOR
THE BEYOND 25 STRATEGIC PLAN**