

CHORUS ANNUAL REVIEW 2022 A TRANSFORMATION STORY



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Chair and CEO Report

Chorus has been transformed over the past two years. We are now becoming an organisation where the “fresh approach to community service” is not just possible, but routine.

Since Chorus was created with a mission to do things differently, we have from time to time come back to our foundational beliefs.

- Connection to people and place is essential to a good life.
- We provide community support to elders and those living with disability and mental illness.
- We can build on those services to foster connection amongst people and place.
- This fresh approach will enable us to have a bigger impact and become a more sustainable organisation.

Over the past two years, we have made the organisational changes necessary to bring these beliefs to life. While simultaneously dealing with the disruption driven by COVID and changes in technology, funding and work, we have created what we call “Chorus 2.0” – a low-hierarchy network of empowered Locals, supported by an adaptive and responsive Enabling team.

Every Chorus customer, volunteer, employee, and Director has been involved in this transformation. It has been a challenging and not always positive experience. But we are committed to the change as we think it is essential to living up to our beliefs. It is too early to tell for sure if it is working, and there is a lot more to do, but there are positive early signs, particularly for the Chorus people who work closest to communities, and for the people in those communities who rely on us for support and connection.



L-R from top: Stuart Flynn, Ray Glickman, Dan Minchin (CEO), Craig Adam, Tony Cull, Barbara Powell, Ian Burnette, Dr Moira Watson (Chair).
For details of Governance framework and Directory biographies, see page 31, Governance

It is fair to say the world is an unsettling place right now. And as a provider of publicly-funded community services in Western Australia, Chorus and the many other organisations like us are at the very end of a set of long and volatile chain reactions.

- The relatively stable status quo enjoyed by most developed **societies** up to around 2010 is definitely over. Economic, environmental and political instability is the new normal.
- Endless and accelerating waves of **technological** revolution both disrupt and enhance countries, communities and organisations.
- Many **communities** have become increasingly disconnected and unwell, even as GDP grows.
- People are rethinking what they expect from work. **Care work** is culturally and economically under-valued. There are massive shortages right across the care workforce.
- Funding and design of **programs** to support elders and those living with disability and mental illness are becoming more individualised, more compliance-driven, and less financially rewarding.

While this backdrop is challenging, we see early signs that a new consensus may be emerging: sustainable, shared prosperity depends first and foremost on connected, resourceful local communities. It's not yet a "movement", but people are using their power as citizens, employees and consumers to force change. Recent evidence includes the 2022 Federal election and heightened expectations of corporate integrity, equality and environmental custodianship.

Progressive governments, institutions, companies and for-purpose organisations like Chorus are fostering, supporting and driving this change.



Through this combination of doing and demonstrating, and harnessing the power of communities, we like to think we can, over the longer term, catalyse broader change.



To contribute to positive change, we must first change ourselves. And so, from 2020 to 2022, the people of Chorus have worked through a period of transformation.

We have developed a new operating model which puts local communities at the heart. Around 90 per cent of Chorus people now work in one of 20 “Locals”, small and empowered teams responsible for working with customers, volunteers and employees in their local community. Increasingly, the Locals are building bonds with, and between, other people and groups.

The remaining Chorus people undertake the essential enabling, coaching and governing work which wraps around the Locals. There is no head office; the enablers are locally-aligned, and we have a policy in which all Chorus people do some regular “time with customers”.

The Chorus Board and leadership do the governing work that ensures the organisation both delivers value to local communities and performs in a values-driven, high quality and financially sustainable manner.

At Chorus, we hold ourselves accountable to our four result areas. We are committed to:

- Making life easier for customers
- Keeping ourselves and each other safe and well
- Being confident in managing money
- Making Chorus a great place to be

Over recent years, our performance against the commitments has held reasonably steady. We have a highly engaged workforce, though employee turnover remains challenging. We have work to do on ensuring we stay safe and well, and our financial performance has occasionally stretched us. Our support for people in the community is generally good: Customers provide far more positive than negative feedback, and our key measure of *time with customer* is gradually improving.

We recognise there is a material gap in our measurement framework: we do not routinely measure our social impact, or associated community outcomes. With our transformation substantially behind us, we have recently commenced scoping work to trial, refine and adopt an impact framework.



L-R: Nicole, Jane and Cindy from Enabling

While the Chorus 2.0 structural and technology changes have predominantly been reached, we recognise there is a lot more to do to bring the new paradigm to life. In the next couple of years, we will mature our enabling “backbone” to make life simpler for Chorus people, continue to test and deliver the fresh approach and nurture a culture of community, connection and leadership. We hope, too, to share what we have learned and foster replication of the Chorus local way of working, and to demonstrate the impact we are having. Through this combination of doing and demonstrating, and harnessing the power of communities, we like to think we can, over the longer term, catalyse broader change.

We would like to express our deep gratitude to the many, many people who have stuck with us or joined our journey. The WA Government, particularly through Lotterywest grants, has been a consistent supporter; similarly, the Federal Government, through various programs and organisations such as the WA Primary Health Alliance. We have been the beneficiary of generous donations from private families, and organisations such as HBF. There are thousands of people in the community who choose Chorus for their support, and in some cases have tolerated changes to their schedules. And finally, to the Directors and leaders in Chorus, who have shown by their actions and decisions, that they are all in, thank you.

Dr Moira Watson
Chair of the Board

Dan Minchin
CEO

Foundations



We exist so local communities can thrive.



Our purpose is to enable people to live the life they choose.



Our beneficiaries are local communities.



Local communities seek connection.



Our values are:
**RESPONSIVE, PRACTICAL
EMPOWERING, RESPECTFUL**



We demonstrate a fresh approach to community service, which combines practical support with community development.



We offer support in homes and communities to seniors and people living with disability and mental illness.

Manifesto

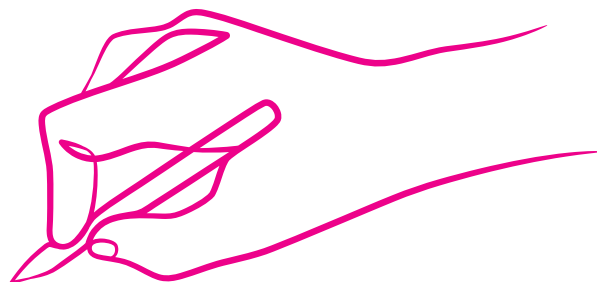
As part of developing our new identity in 2017, we wrote a Chorus manifesto. Reproduced here, the manifesto continues to guide us.

Chorus was formed in 2017 when three organisations with long and celebrated roles in community care in Western Australia came together to challenge the status quo and lead the kind of change they wanted to see in the sector. In 2020, disability services provider Kira joined us in our mission, becoming a key part of the Chorus family.

Chorus is committed to community care that is simple, local and effective.

Chorus people care deeply about our communities and the people who live in them. We want to help create a society that is more humane, equitable, inclusive and sustainable. So we don't "deliver care" or "provide help". Nor do we talk about "our clients" – we don't own anybody. We bring an egalitarian and good-humoured approach to our role in people's lives.

We resist the pressure to treat people as numbers – to "do the job" but ignore the context. Instead, we find processes that enable us to do our work better, so we have more time and energy for our relationships with customers and communities.



We understand that people belong to communities. They live in cities and towns and belong to families, friendship groups, clubs and networks. Our approach is to connect people and communities – creating small, empowered teams that work closely together, and with their neighbourhood.

We do all of this to help customers live independently and enjoy the life they want to live.

When people – be they customers, families, regulators, stakeholders – meet us, they notice something different about us.

- We treat every person with respect
- We connect communities
- We make things work.

These attributes are as fundamental to our mission as they are rare in the care sector more broadly.



The Fresh Approach

With an additional five years of experience, experimentation, and inspiration, we have clarified our beliefs and created a picture of how to turn them into impact on the ground. We call it our fresh approach to community service.

There is overwhelming evidence that Western Australia is not thriving. Social (rising disconnection and mental stress, falling civic engagement), Economic (rising inequality), Political (declining trust in government) and Environmental (growing ecological deterioration and impacts of climate change) indicators are trending in the wrong direction.

This sounds overwhelming, but we believe it is essential and possible to gradually turn things around. It starts local, when we build and strengthen bonds of trust, shared responsibility and contribution.

Chorus is in the business of providing support to people in their homes in communities. We operate Government programs in the aged care, disability and mental health sectors. The trend in these programs over the past three decades has been to individualise and commercialise care, which tends to both reflect and reinforce the declines described above. While we aspire to foster more community-centric and citizen-activated approaches, this is the business environment within which we work right now (and it is fair to say the elimination of block funding has made some of our experimentation and flexibility possible).

We believe this Fresh Approach will help to create a society that is more humane, equitable, inclusive and sustainable.



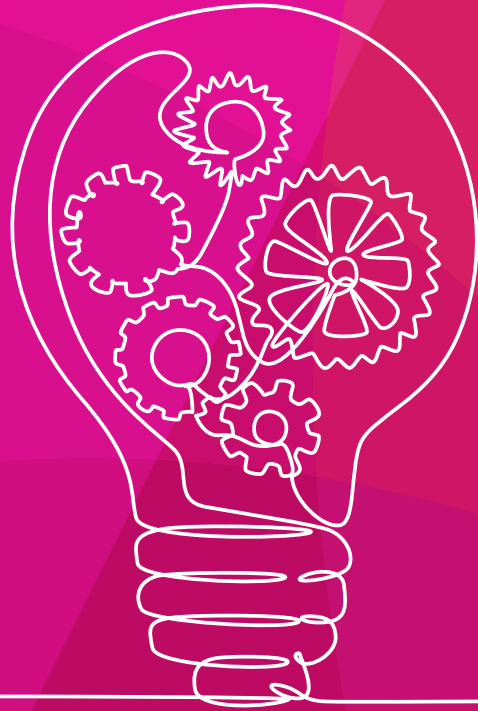
There are three key elements to the Fresh Approach:

- Working in more local and relationship-based ways, getting to know communities better and learning how to form better connections with customers
- Finding ways to connect with the people and groups in a community to help form networks of care. It's all about looking out for neighbours and each other
- Working to better coordinate and connect players in the “formal” care economy, including local government, other providers, health services and businesses.

FROM▶	TO
Doing to / doing for▶	Doing with / doing by
Service delivery▶	Creating connection
Working in isolation▶	Linking to other players
Transactional▶	Relational
Driven by bureaucracy▶	Driven by community

In the end, this philosophy is not worth anything if it doesn't translate into practical action. The fresh approach requires that Chorus people show up differently in local communities.

How Chorus Works



At Chorus, we are now organised around the communities within which we work. More than that, we are organised as a community. This means we prioritise and connect to the people in local communities, which includes (but is not limited to) Chorus customers, volunteers and employees. These communities thrive when they are connected, so we aim always to build trust, relationships, empowerment and alignment. The community philosophy has led us to dismantle our old silos and hierarchies, to (strive to) reduce bureaucracy and administration, and to bring customers and front-line workers to the heart – not the bottom – of our organisation.

We are also in the business of providing supports and services, so we need to make sure we are reliable, efficient, financially sustainable – and that we operate in accordance with standards, program boundaries and myriad other obligations. And employees and volunteers – not to mention customers themselves – need clarity on what to expect, what is expected, and how to get the work done.

Making this happen is challenging, and we are a work in progress. We continue to test and refine our operating approach, which makes Chorus a demanding place to work right now.

The Chorus operating model includes at least four key elements; structure is only part of the story:



Structure

In traditional organisations, structure is everything. At Chorus, we have a form of structure which looks more like communities-within-communities. Our version of an organisation chart gives a picture of what the various teams are responsible for, and how they relate to each other, but does not tell the whole story of how we operate.



Leadership

Leadership comes from everywhere at Chorus, where our model depends heavily on individuals taking responsibility for their work and relationships. There are many different forms of leadership, ranging from self-leadership, community leadership and organisational leadership. Increasingly, Chorus leadership is not linked to positional authority, but rather to individual passions and capabilities, and the Chorus challenge or opportunity for which people are accountable.



Learning

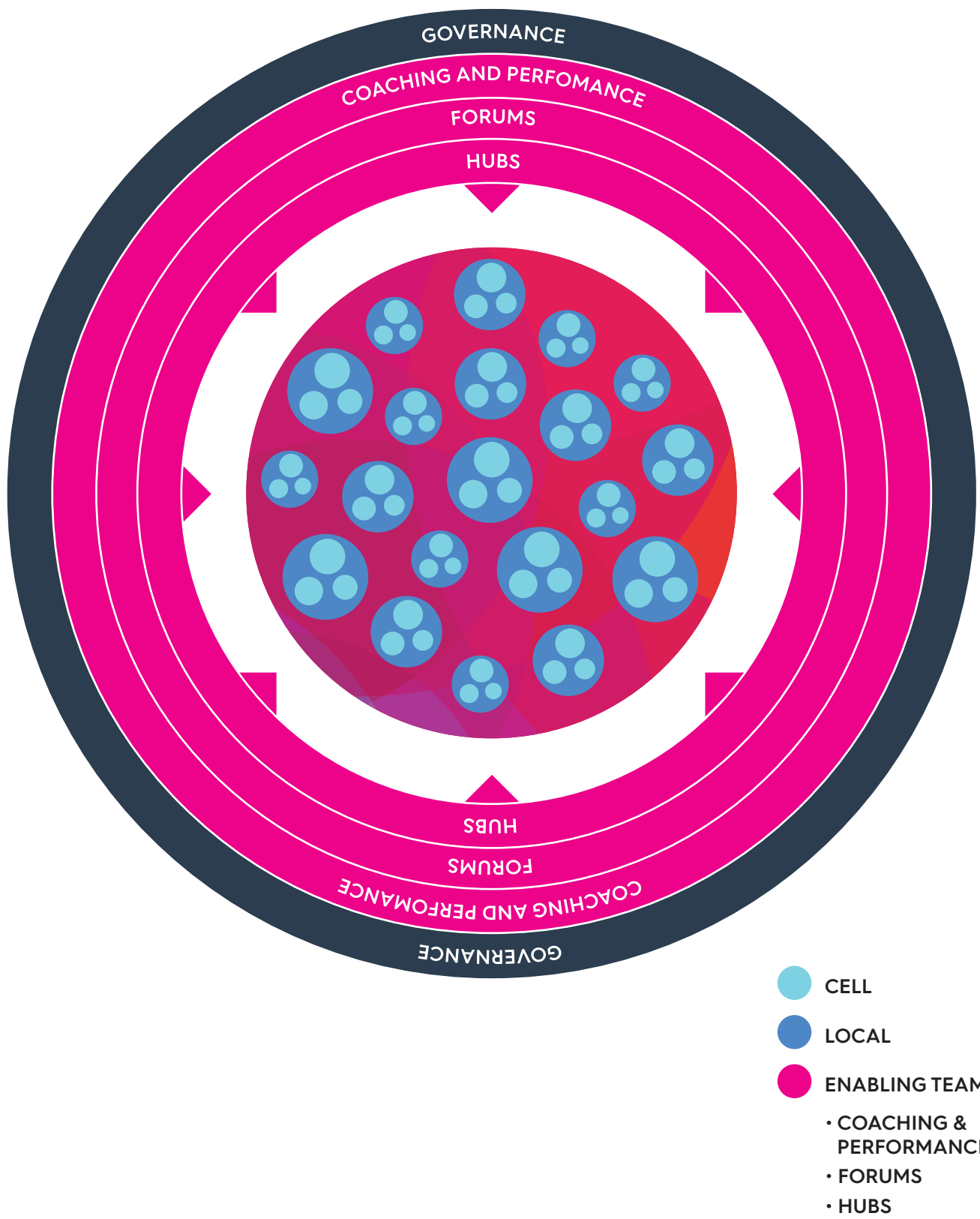
As is the case in thriving communities, learning and growth is essential. We are developing and refining a learning framework aligned to the Chorus way of working, with investment in group and individual coaching, face to face formal training and an extensive, user-driven digital learning platform.



Frameworks

To enable accountability, performance and compliance in this community-type organisation, we are developing frameworks which provide boundaries, guidance and clarity to Chorus people. Where possible, these frameworks will be built on user-friendly technology and simply baked into our systems and practices. In other cases, they will continue to rely on coaching, advice and guidance.

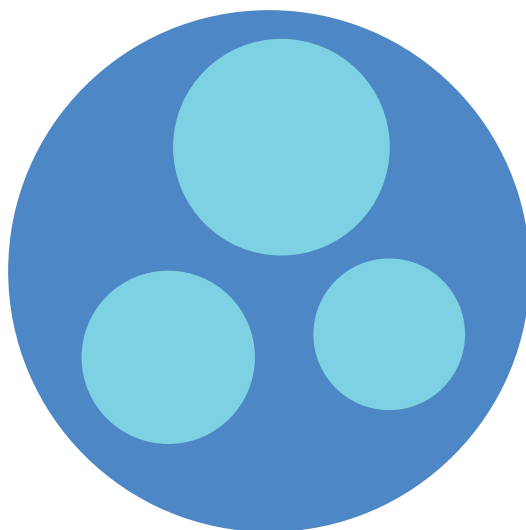
What we look like





The Local

- A team of about 20-40 people who work with 300-500 customers
- Each Local covers a small patch – it might be one suburb, or a handful of suburbs
- Within a Local, people may form smaller teams called Cells
- People can take on different hats, a leadership role which helps the Local function: Lead, Mentor, Translator, Housekeeper, Planner, Customer Advocate



Enabling Team

HUBS

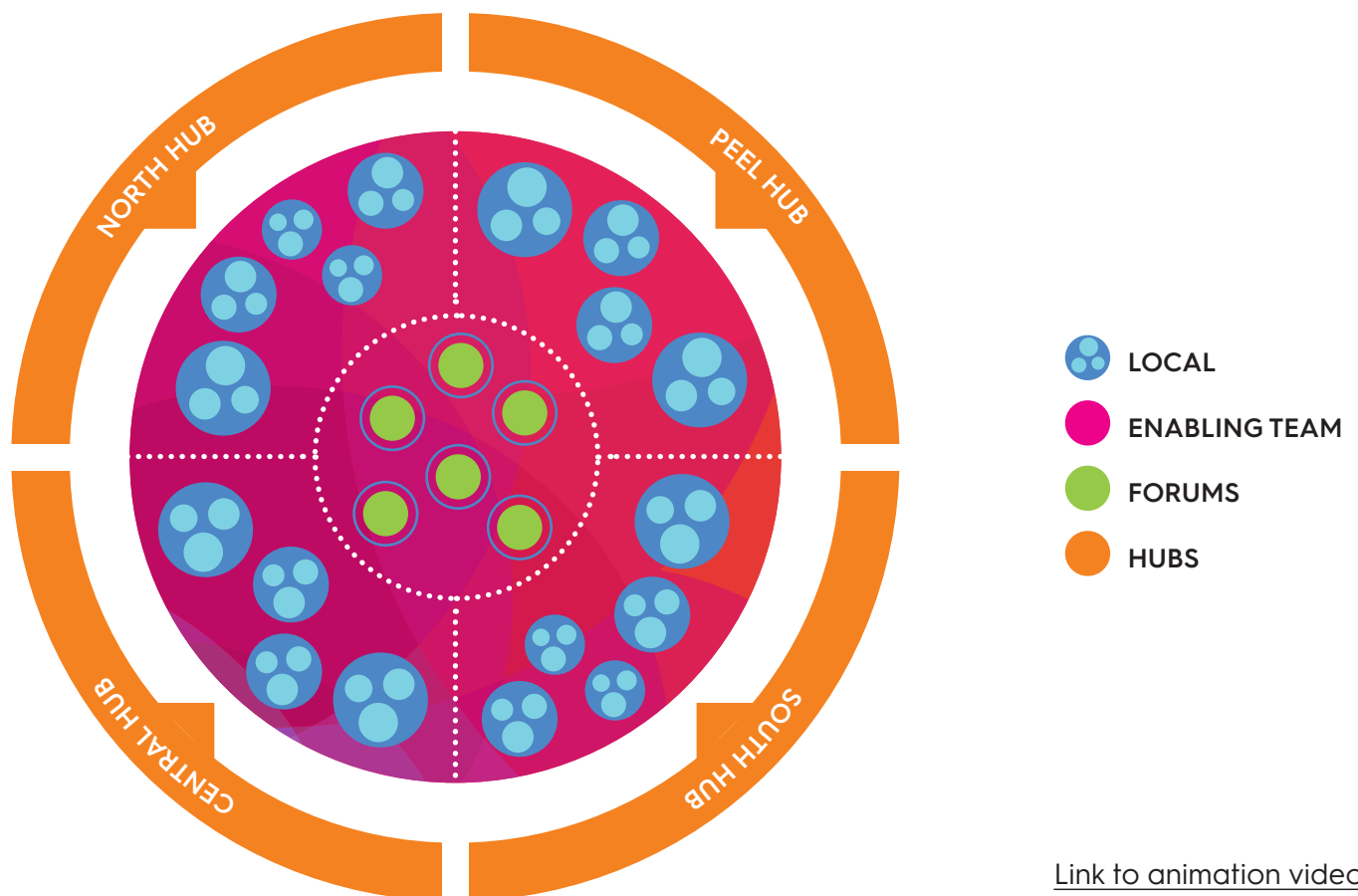
Enablers work across the entire business, but their 'home' team is formed around a hub, which supports and connects to 4-5 locals. This means they can be more connected to Locals and communities than in a traditional organisation.

Most of the work gets done in project teams, accountable for specific outcomes.

FORUMS

The forums take accountability for outcomes, decisions and frameworks in five areas: Assets & Improvement, Safety & Standards, People, Customer and Strategy & Innovation.

Each forum has representation from Locals, Coaching and Enabling Team members.

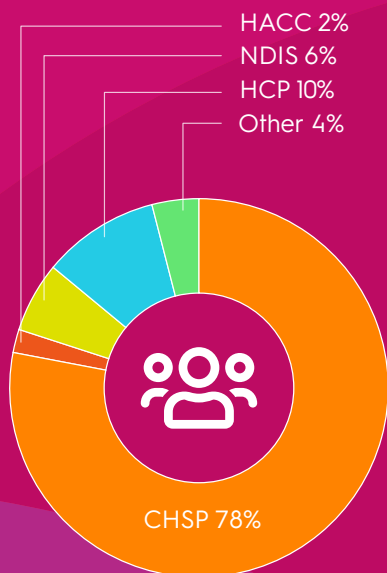


[Link to animation video](#)

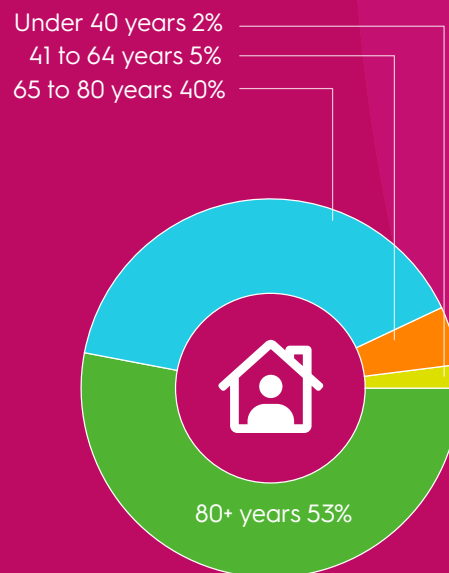


A glance at the Chorus Community

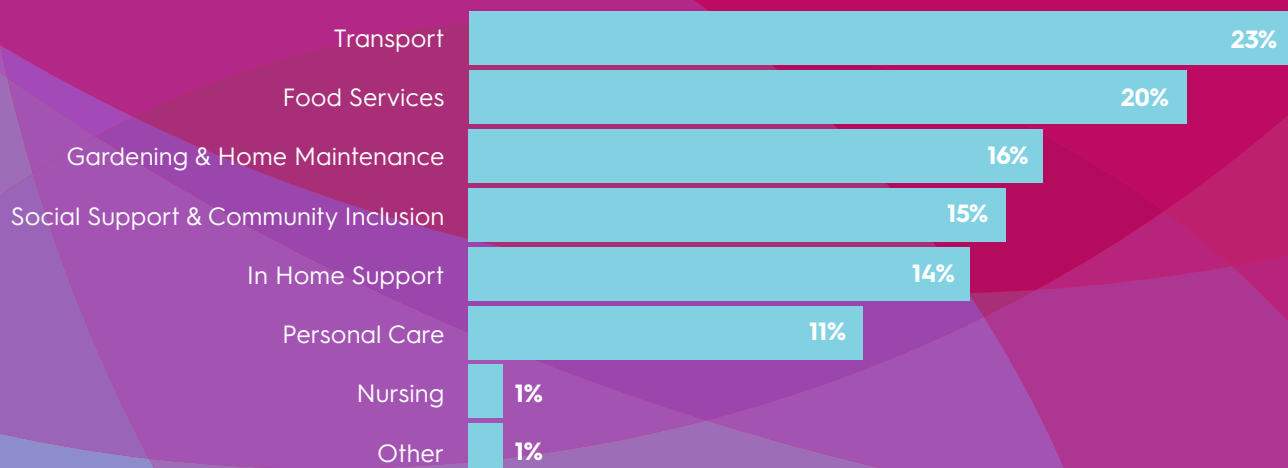
TOTAL CUSTOMERS BY FUNDING



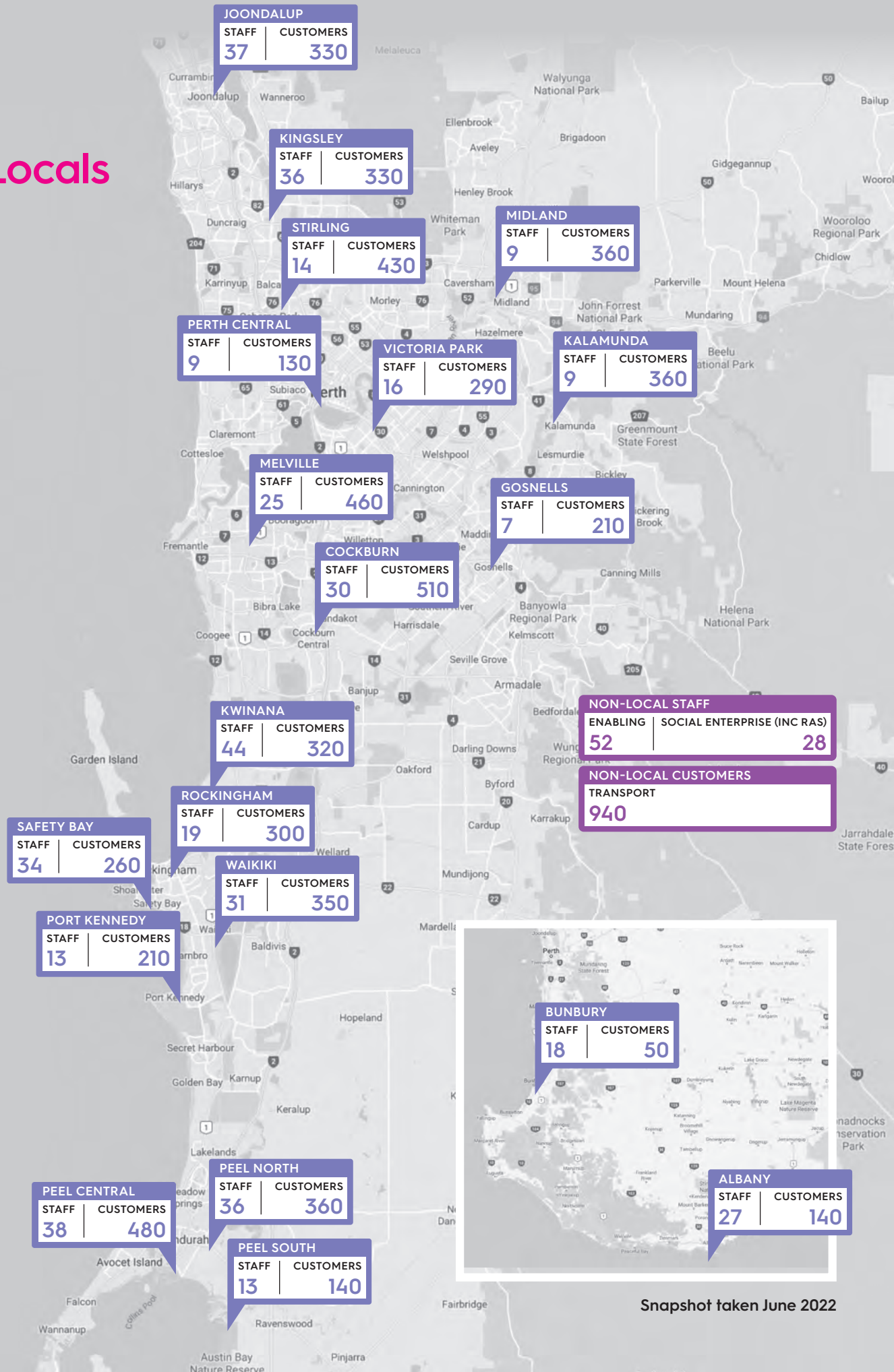
CUSTOMER AGE GROUPS



TOTAL SERVICES BY SERVICE TYPE



Our Locals





Learning and Development

Learning and development is an integral part of Chorus Life and Chorus 2.0. During the transition we launched a series of initiatives to help team members achieve their growth goals.

Thanks to Lotterywest funding, we were able to partner with Above and Beyond to run a series of communication development sessions. The aim of these sessions was to enhance our skills in effective teamwork, effective communication, giving and receiving feedback, and having difficult conversations.

“Yesterday’s training on Effective Teamwork definitely highlighted the benefits of teamwork and how best we can utilise and learn from others strengths and experiences. Being supported and having connections is certainly important to me.”

Mel Bonner, Peel Central

We launched a new online learning platform Docebo. Designed to be a more engaging experience, it is tailored to roles and interests, making it easy to keep up to date with role specific learning as well as opportunities to develop careers at Chorus. It also reflects the new Chorus structure and is a more collaborative and interactive experience.

In 2022 we launched traineeships into the following courses:

- Cert III and IV Community Services
- Cert III and IV Individual Support (Aged and Disability)
- Cert III and IV Business
- Cert III Horticulture
- Cert III and IV Mental Health
- Diploma of Leadership and Management

This is a very exciting next step to building our skills and capability, and to build opportunities to engage in meaningful learning at Chorus.



ABOVE: Peel North Ability Arts Exhibition

Chorus Standards

Our Standards come under five themes: Safe, Caring, Effective, Responsive and Well Led.

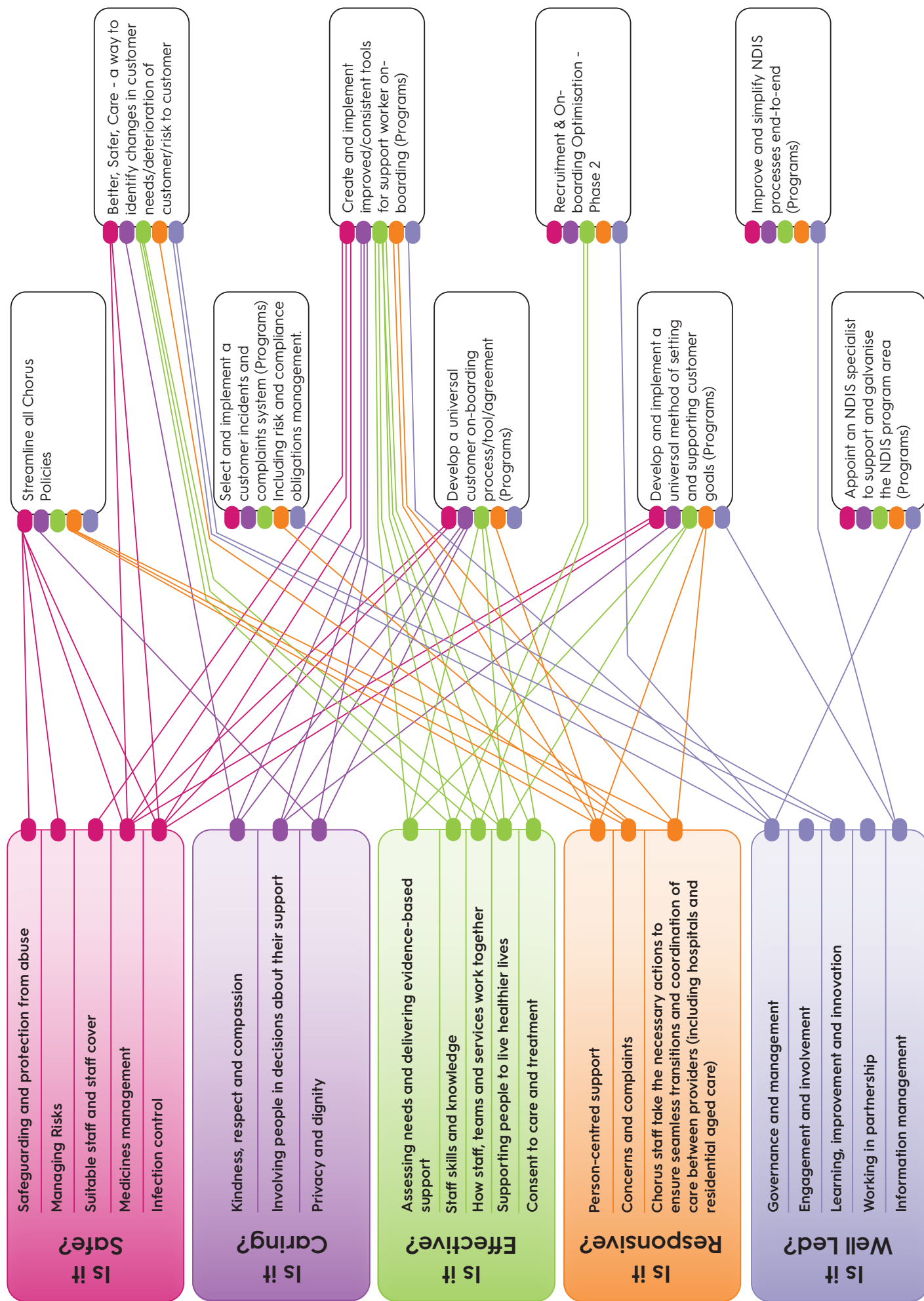
Chorus Standards have been designed to be Actionable, Accessible and Aspirational to reinforce the relational work in Locals providing excellent care and support to the level we would want for our loved ones. The approach has been to map regulatory and legislative requirements to Chorus 2.0, then develop processes and policies that ensure compliance.

The principles of Chorus Standards are:

Simple – Staff do not need to know the regulatory requirements off by heart to comply – compliance should be mostly built in with workflow.

Efficient – reduce duplication and wasted time to increase the speed in which particularly ‘admin’ tasks are delivered.

High quality – The driving force behind this work is to create high quality service delivered consistently across Chorus 2.0 – whichever Local a customer is in they receive a consistent high-quality service from highly skilled staff.





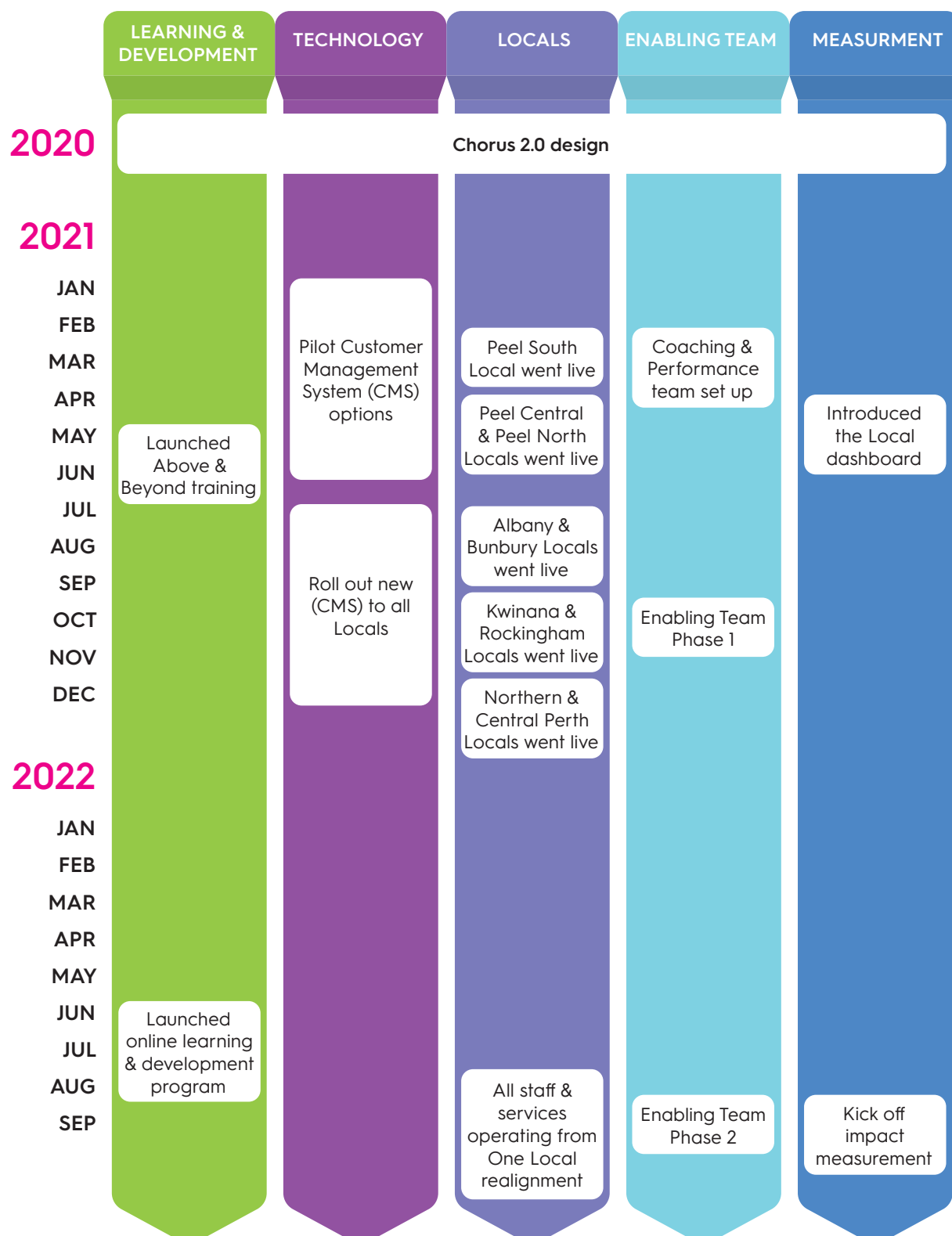
The Transformation Experience

The origins of the organisational change over the past two years can be traced back to the original Chorus merger in 2016. The very fact of the merger, along with our early articulation of the *fresh approach to community service*, signalled our intent to innovate. The integration effort and usual operational adjustments, coupled with continuous and ongoing change in our funding environment, showed we needed to adapt and improve.

In 2019-20, we invested in and undertook a structured program to research, engage and test ideas, tools and approaches. We first trialled a form of Local in late 2019. This taught us a lot, including how essential it was to involve customers and support workers in change.

From 2020 to 2022, we brought this together to transform into “Chorus 2.0”. While the effort was concerted and intensive, and we had broad designs and principles to guide us, it was also adaptive and fluid. Sometimes, we tested a change, then pulled back or altered course. Chorus people were invited to participate in the change that affected them – some have thrived, some chose to move on with our blessings. Over 2021, we trialled three different customer management systems, before settling on a fourth. And from March 2020, of course, we had to deal with COVID-19.

Transformation Timeline





ABOVE: Simon (Cockburn Local) and Chris (Perth Central Local)

Local Experience

Just weeks after go-live local teams were feeling energised and motivated – there was a sense of a common purpose as people felt more connected in their Local. Weekly meetings helped staff feel supported as they built relationships and had an increased sense of belonging and ownership. “Everyone was taking responsibility and sharing the problem-solving,” said Peel Central Local Lead Craig.

In practical terms, being part of a Local meant less driving and more time to chat with customers. It also meant fewer service cancellations. “We haven’t cancelled one service nor asked for agency help,” said Peel North Local Lead Lisa. “Everyone has jumped in and helped do time with customer to make that happen.” The new staff rosters were also working well for both staff and customers.

We sent out newsletters to Local customers introducing them to their new workers – including a team photo. Customers loved that they were getting to know their new team – and they loved having a photo of them! Getting through on the phone and speaking to someone they knew was also a bonus.

Overall, there was a positive culture shift and people felt like they now had a common goal. “It’s great to be part of a passionate, like-minded and supportive team,” said Rockingham Cell Lead Chanel. “I love face-to-face time with customers as I like building rapport and helping customers achieve their goals so we can deliver better customer service.”

[Link to Sue Cottrill Interview from Kalamunda Local](#)



A fresh approach during COVID

The Covid-19 pandemic has led to waves of change at Chorus. As an organisation we needed to meet the essential needs of customers, while keeping ourselves and each other safe and well.

But amidst the tumult – in fact, because of it – the Fresh Approach blossomed.

Making Chorus services more localised and relational

We got on the front foot early and contacted more than 500 customers who were particularly vulnerable at the time. While support services continued (with increased safety arrangements), activities were adapted to be more local, more connected and more relationship based. Innovative ways of staying connected have sprung up all over the organisation for both staff and customers.

Activating local neighbourhoods and communities

Chorus Kitchen doubled its home meal delivery capacity. Over the Easter weekend in 2021, for example, more than 30 Chorus staff volunteered their time (as did an avalanche of new volunteers). We also received a generous cash donation, enabling us to deliver to people in need who are not eligible for government subsidies.

Our Fresh Approach innovation team pivoted away from planned physical activities and tried a “Street Teams” neighbourhood support toolkit. Less than a week after calling for expressions of interest, more than 35 local people had signed up.

Coordinating the local care ecosystem

We launched the “Out and About” pilot program in Mandurah. The program is all about building networks of support to help older people stay connected to their communities. This program (which was coordinated with the local MP, Government and other community-based organisations) was virtual rather than in-person, to ensure it was Covid-safe.

We also built on our relationships with the Fiona Stanley Hospital, WA Primary Health Alliance, HBF and City of Melville, creating partnerships and referral pathways within our Fresh Approach trial at Bull Creek.

The Fresh Approach mission was “to improve the wellbeing of local communities and the sustainability of Chorus through the provision of individual care services and community activation”.



Enabling people to live the life they choose.

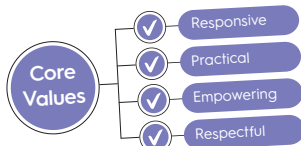
Chorus has a team of more than 1000 staff and volunteers who partner with customers so they can be independent and enjoy life. We provide in-home and community support to more than 10,000 people across metro and regional WA.

We are equals

At Chorus we support people's when living with disability, later in life, or on the mental health recovery journey. Our focus is to provide a great experience – one where everyone feels respected and included.

Connecting communities

Chorus staff and volunteers support communities across Perth and South West WA including Mandurah, Rockingham, Bunbury and Albany.

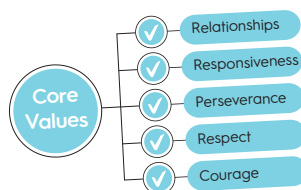


With you. For you.

Established in 1991, Kira was created by a group of parents who had children living with disability. Many of the families are still an active part of the Kira journey.

The families had a vision for a more inclusive Perth where young adults living with disability could chase their potential and thrive within their community.

Their goal was to improve the lives of people living with disability by providing the social opportunities and real-life experiences that existing disability services were unable or unwilling to provide.



Kira Merge

In 2020, Kira Community Services became part of the Chorus family. Bringing Kira under the Chorus umbrella was part of a long-term vision that helped achieve two important goals.

Firstly, it provided certainty for Kira people, giving them a long-term future as part of Chorus.

Secondly, it allowed Chorus to play a role in the communities of Perth's northern suburbs – expanding our geographic reach.

The merger has been really exciting for us and has been possible because Chorus and Kira are so aligned in culture, strategy and operations.

The Kira employees and customers, who live in the northern suburbs, represent a great fit for Chorus' local and community-oriented philosophy.

Chorus & Kira Vision

Bringing Kira under the Chorus umbrella will both ensure a positive future for Kira people and enhance Chorus community impact in Perth's northern suburbs. Chorus and Kira share an alignment of culture, strategy and operations. We envisage an organisation that celebrates the Kira legacy, unlocks the shared potential of Chorus and Kira, and enables a smooth and timely transition for Kira members and employees.

chorus.org.au



Dealing with Change

We learned from a 2019 pilot Local program in the North Hub where we didn't get it right with customer consultation. We had several complaints, including four made to external quality bodies. We took this learning very seriously and even delayed the rollout of Peel Locals to ensure we engaged properly with all customers.

What did we do?

We held customer feedback groups ahead of the Local rollouts to get a deep understanding of customers' concerns and how we could respond. Customers were keen to attend a morning tea and have a chat about what they thought of Chorus.

Feedback included challenges that were well known:

- One of the biggest issues were difficulties getting through on the phone and how to how to contact Chorus after hours if something happened.
- Communication of service changes.
- Most customers did not want to change the person doing their service. Having different workers meant explaining everything about their service and their condition again "I don't want another stranger in my house," said one customer.
- Large servicing windows. One customer noted we are supporting people to stay at home, but they only get a one-hour service every six weeks, which isn't enough. The customer needed more help, especially with home maintenance. Another complained about a six-hour service window, meaning they had to wait around. Not being able to change a time for a service was also an issue.



ABOVE: Chorus Newsletter examples

- Not leaving a message when customers miss our call.
- Monthly statements being difficult to understand or being invoiced for a service they didn't get.
- Too many different people delivering services, which reduces the sense of security.
- People being too busy to talk.
- General difficulties with getting in touch.

We received a lot of praise for our services, too, and individual workers receive high commendation. One customer noted that the help Chorus provided when her husband was diagnosed with Alzheimer's was fantastic. And the effort and attention to detail was given high praise across our teams. And what about feedback about the opportunity to provide feedback? "Brilliant!" according to one customer.

Change through consultation

We listened to customer feedback and at the start of ongoing sessions we talked about progress that had been made on issues. We asked customers what they needed – often it was a phone call to clarify the changes; some wanted a buddy shift with their old and new Support Worker together. Being responsive was key. When we eventually went live with the Peel Locals, we had three times as many customers and not one customer complaint.

"We no longer have big delays in getting back to customers," said Peel South Local Lead Angela. "We have more time to review and refine customer services to align with what the customers' needs are and often increase customer services."

Chorus

One customer presented an acrostic poem she made for Chorus with the qualities she thinks are important to customers:

Compassion and caring

Honesty

Observation

Respect

Understanding

Security





Customer Stories

Barry is enthusiastic about the rollout

Chorus customer Barry receives services from the Peel Central Gardening team. He's very enthusiastic about the Chorus new structure.

"Absolutely marvellous," he said. Barry loves that he can get through when he calls and knows exactly who he is talking to. He also enjoys popping in to have a chat with his Local team at Peel North, in Cumberland Street.

Whole team gardening services

Understandably, some customers have heard about the changes we're making and have been a little concerned about what it meant for them and their services. One such customer called us worried about what the changes would mean for her gardening service. Chorus regional gardening advisor Andy Harold talked her through her concerns.

"We talked for some time about her requirements in her garden and we both soon realised that she would more than likely be suited to a team service or maybe a hybrid of both team and individual," Andy said.

"She was a little worried about not having continuity, with her gardeners being rotated. She wants to have a meaningful relationship with Chorus people and wasn't sure that could be achieved if a number of different gardeners arrived at her home at different times. So, I invited her to Mandurah Terrace to meet all of the gardeners over afternoon tea.

"It was a very successful catch up. By the end of our conversation, and after Shane played a tune on the guitar, the customer was completely won over by the whole team. She has now signed up for a Gardening team rather than an individual, and is now very comfortable with the whole team. She's looking forward to seeing us all."



Transport services for Dora

Chorus customer Dora also came to a morning tea catch up to share her thoughts on the new Locals.

Dora receives Chorus Transport services and is happy to have someone drive her to medical appointments. She enjoys chatting with the drivers.

The morning tea was an opportunity for her to chat with other customers to find out more about becoming a volunteer. The get-together showed that customers sharing their wisdom and experiences is an important part of the customer journey, and is invaluable in making sure everyone can live the life they choose.

Community art group

Chorus Bull Creek customers benefit from their connection to the local community and were delighted to exhibit their art at a local shopping centre.

“Kay who is 70 told me that she hadn’t painted with water colours since primary school and now her art is displayed in an art exhibition,” said Support Worker Kathryn.

Volunteers from the community – Tamayo Latha, Anu and Melanie helped make this group a success.



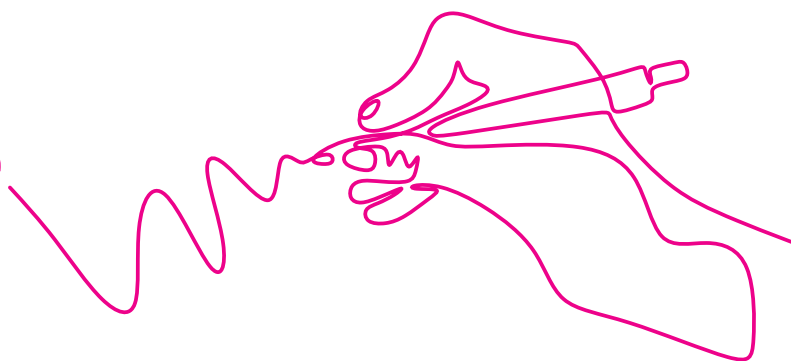
Young and old – sharing stories

Chorus's intergenerational play dates at the Good Start Early Learning and Bright Futures Day Care centres have allowed us to make special little friends in the community.

It's been a great way for older and younger people to come together and share stories, games, books and activities.

Participation in these types of programs can increase older adults' sense of belonging, self-esteem and wellbeing, whilst also improving the social and emotional skills of the younger participants.

Governance



Dr Moira Watson

PhD, FAICD, FAIM, FGIA

Chair of the Board

Appointed December 2016

Moira is a Research Fellow and Academic at Murdoch University. She was previously the managing director of Chutzpa, a company that built corporate capabilities by focusing on purpose, practice and performance. Moira is an experienced company chair and director who serves on a range of boards. She has a background as a senior leader in ASX-listed companies and as an executive director in government.

Moira is a graduate and Fellow of the Australian Institute of Company Directors, a Fellow of the Governance Institute of Australia, and a Fellow of the Australian Institute of Management, and holds a PhD in business management. Moira is a Non-Executive Director of Parkinson's Australia and a Councillor with HBF.

Moira is a member of the Nomination, Remuneration and Governance committee.



Barbara Powell

B. Soc Wk (Dist)

Deputy Chair of the Board

Appointed December 2016

Barbara has more than 25 years' experience in strategic planning, development and implementation of community development programs and place activation initiatives; direct service provision; and community infrastructure planning and provision, at a local government level. In 2021 Barbara was presented with the Local Government Distinguished Officer Award by the Western Australian Local Government Association for her contributions to local government and community.

Barbara is a member of the Nomination, Remuneration and Governance committee.



Ray Glickman

MA(Oxon), MA(Brun), CQSW, FAIM, FAICD

Independent, Non-Executive Director

Appointed December 2016

Ray is the Principal of management consultancy From Left Field, which supports the aged care and social enterprise sectors. Previously, he was the CEO of Amana Living and, prior to that, CEO of the City of Fremantle. Ray was the winner of the WA Excellence Award for Aged and Community Services in 2017.

Ray is currently the Chairman of Curtin Heritage Living and Tiller Rides Pty Ltd, and Director of Ocean Gardens Inc. He is a former director and deputy president of Aged and Community Services Australia, chairman of Aged and Community Services WA, president of the Fremantle Chamber of Commerce, Chairman of Therapy Focus Inc, and chairman of the West Australian Maritime Museum Advisory Board.

Ray is a member of the Nomination, Remuneration and Governance, and the Finance committees.



Craig Adam

BSc (Hons), FCCA

Independent, Non-Executive Director

Appointed December 2016

Craig is a finance executive with more than 20 years' experience leading finance teams through strategic change, international expansion and corporate re-structuring. He is experienced in financial services, media, retail and production sectors in Australia and the UK. He has had extensive involvement with sales, brand and marketing, product development, operations, IT, and core finance disciplines.

A Fellow of The Association of Chartered Certified Accountants since 2007, Craig is currently Head of Performance Reporting for CBA.

Craig is the chair of the Finance committee.



Ian Brunette

Independent, Non-executive Director

Appointed December 2016

Ian is an IT leader with 20 years of diverse strategic and hands-on experience in the technology, finance, resources and manufacturing sectors in the US, UK and Australia. He has vast experience in setting strategy, leading cohesive teams, and delivering value.

Ian has led big teams and been accountable for managing large budgets. With expert analytical skills, he delivers organisational benefits using both operating model and IT solutions to ensure optimal business outcomes. Ian is currently Global Director, Core IT Readiness for Tronox.

Ian is a member of the Finance and the Audit, Risk, Compliance and Work Health and Safety committees.



Tony Cull

MBA, CPA, B.Bus, GAICD

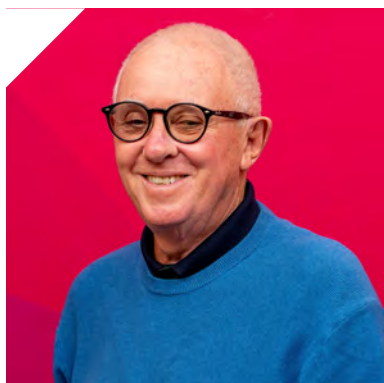
Independent, Non-Executive Director

Appointed December 2016

Tony has significant international commercial experience having held senior operational and finance roles with Tate & Lyle PLC, a UK multinational corporation, and was a director of Tate & Lyle Group subsidiaries and related companies.

Tony has more than 20 years' experience as a director. He currently holds non-executive directorships at The Geraldton Fishermen's Co-Operative Ltd, Hay Australia Ltd, and the Collaborative Research Centre for Honey Bee Products. He is Chair of Kalyx Pty Ltd.

Tony is the chair of the Audit, Risk, Compliance and Work Health and Safety committee and a member of the Finance committee.



Stuart Flynn

Independent, Non-executive Director

Appointed December 2016

Stuart has held executive positions in the public, private and not-for-profit sectors. From 1998 to 2013 he was CEO of Southern Cross Care (Western Australia) Inc, a residential, home and community care organisation providing a range of seniors' accommodation. He has overseen the construction and redevelopment of aged care facilities, retirement villages, day centres and affordable housing projects. Previously, he was a CEO in the not-for-profit sector and was a senior executive in the public sector, having been a regional director of health in two Australian states.

He also worked for 10 years as a tenured academic at UK and Australian universities. Stuart has held a number of board and committee positions in the human services and is currently a member of the Western Australian Mental Health Tribunal. Stuart was the inaugural Head of the WA Council of Official Visitors and received the Prime Minister's Centenary Medal for outstanding service to providers and clients in the mental health sector.

Stuart is the chair of the Nomination, Remuneration and Governance committee and a member of the Audit, Risk, Compliance and Work Health and Safety committee.

Governance structure

In line with the organisation's structure and constitution the Board has established several committees to undertake specific detailed governance activities.

The current committees are as follows:



Finance Committee

Audit, Risk, Compliance and
Work Health
& Safety Committee

Nomination,
Remuneration & Governance
Committee

All Board Committees have an approved Charter that identifies their role, composition, delegated authorities, reporting and governance obligations.

The Board has delegated responsibility for reviewing the company's finance strategy including asset and capital management, investment, working capital strategies and commercial activity to the Finance Committee.

Members of the Finance Committee are Craig Adam (Chair), Tony Cull and Ray Glickman. Ian Brunette also served on the Committee for part of the year.

The Board has delegated responsibility for monitoring and reviewing the organisation's risk management framework and the effectiveness of internal controls to the Audit, Risk, Compliance and Work Health & Safety Committee.

Members of the Audit, Risk, Compliance and WHS Committee are Tony Cull (Chair), Stuart Flynn and Ian Brunette. Ray Glickman also served on the Committee for part of the year.

Recognising the organisation's growth and increasing complexity the Board has established a Nomination, Remuneration & Governance Committee to provide advice, recommendations and assistance to the Board in respect of the composition of the Board and the identification and appointment of directors and the CEO.

Members of the Nomination, Remuneration & Governance Committee are Stuart Flynn (Chair), Moira Watson, Barbara Powell (former Chair) and Ray Glickman.

Measuring our Performance



Linking Performance to our Four Commitments

1

Making Chorus
a great
place to be

2

Keeping
ourselves and
each other safe

3

Making things
easier for
customers

4

Being confident
in managing
money

Linking performance measures to our four commitments is part of our performance transparency framework that supports culture and enables Chorus to be *effective*.

The dashboard consolidates data for all Locals and shows measures against the commitments. We are able to drill down by Local and (on some measures, for example, time with customer) individual employee.

By measuring performance against the four commitments and sharing performance data in a timely and accessible way we will drive better performance both directly by targeting effort towards empowerment and indirectly by fostering a performance culture.

Commitment	Measure	This matters because ...
Making life easier for customers	Customer feedback (<i>compliments v complaints</i>)	It is crucial to know if customers are happy with our work and what we can do to improve.
Making life easier for customers	Time with customer (<i>hours ratio</i>)	There is always more demand than we can meet and we want to maximise the amount of support we provide to people and communities.
Being confident in managing money	Time with customer (<i>hours ratio</i>)	We get paid for the hours we deliver (revenue), while most of our costs relate to people. To be sustainable, we need to maximise the proportion of time we spend with customers.
Keeping ourselves and each other safe and well	Hazards reported (<i>number</i>)	A safe culture is a proactive one. Chorus people are surrounded by hazards every day, and we want them to be vigilant at spotting and practical in addressing them.
Making Chorus a great place to be	Employee net promoter score (<i>ratio</i>)	We want to know if people would recommend Chorus to a friend. This is the strongest indicator of whether we are a great place to work or volunteer.



Performance

Our performance has been sound throughout the transformation. As an organisation we have made four performance commitments, summarised below:

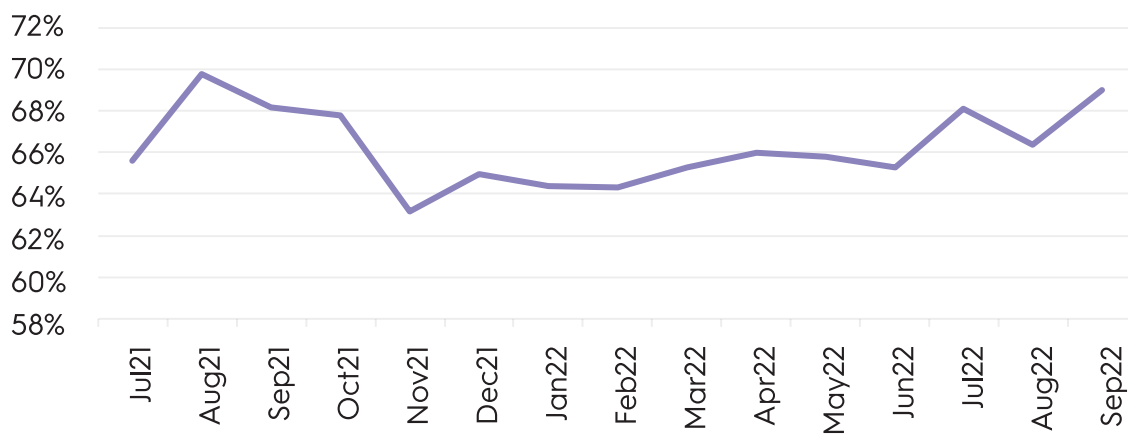
- **People.** We measure “employee net promoter score”, which is steady at around +45% overall. Through the transition we have also tracked employee experience in partnership with the Curtin University Centre for Transformative Work Design.
- **Customers.** Our compliments: complaints ratio is reasonable at 10x and steady. Many customers had changes to their services through the transition; in most cases there has been an improvement in consistency and relationship. This is an area where more measuring/monitoring work will continue.
- **Safety.** The number of incidents, particularly Lost Time Injuries, has continued the year’s-long trend of improvement.
- **Money.** We have a strong focus and now very good data on the key driver of “Time With Customer” (worker productivity), which gradually improved during the financial year, setting a solid platform for continued growth in 2023.



Time With Customer (TWC)

- TWC is a key measure of both customer focus and productivity.
- TWC is on an upward trend.
- Data includes all Locals from Dec 21.

Time With Customer (monthly)





ABOVE: Joondalup Wanneroo GHM

Impact

Thanks to JBWere and NAB, several Chorus Directors attended the 2022 Governance for Social Impact Course for Board Directors to 'lift their gaze' and govern with a 'mission first' agenda to deliver enhanced social impact.

This course was created to help Directors seeking to go beyond the essential and expected legal and financial responsibilities. It was designed to provide Directors with the knowledge and tools to navigate complex social purpose ecosystems and lead their organisations to deliver effective social change.

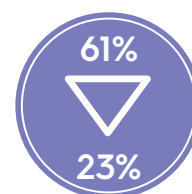
The Board has taken the learnings from the course and incorporated them into its strategic thinking to review and clarify Chorus purpose, becoming clearer on who we are and what we do. Our focus for 2023 will be how we measure our impact and what the best impact measures are.

Our pilot program '**Out and About**' delivered statistically significant improvements in self-rated health (66 increased to 81) and loneliness (61% decreased to 23%).

Consumers experienced lower levels of psychological distress at follow-up compared to baseline, as measured by the Kessler Psychological Distress Scale (K10) collected by Chorus.



IMPROVEMENTS IN
SELF-RATED HEALTH



DECREASE IN
LONELINESS

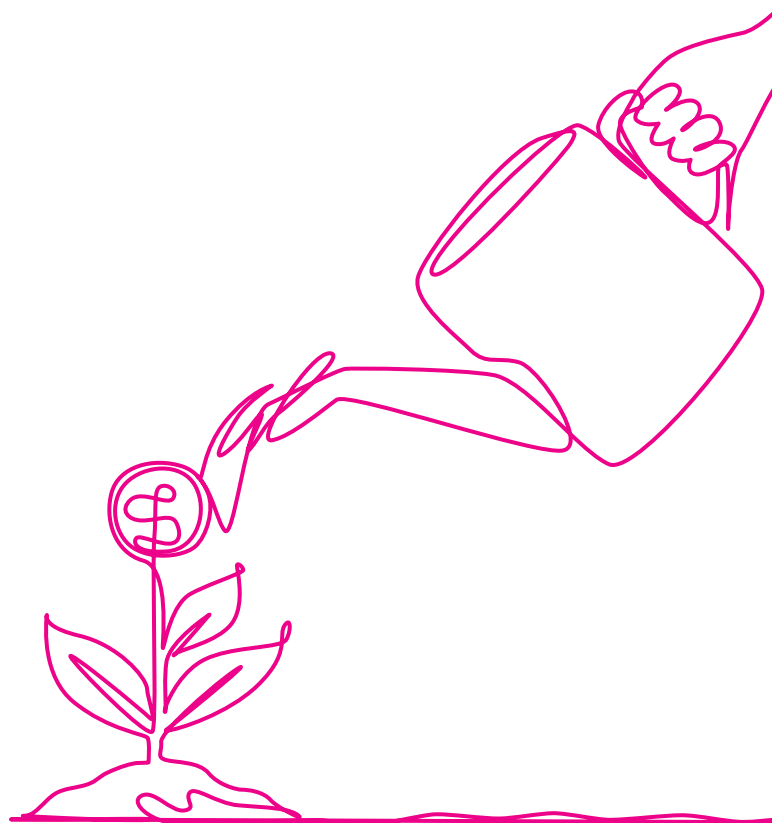
Managing Money

Chorus evolved substantially from 2020-22 as we addressed challenges and set ourselves up for long-term sustainability. Building on a period of research and analysis, Chorus executed a major transformation.

We thank Lotterywest which, alongside private donors and other partners (including HBF), have financially supported our program of innovations.

Due to our investment in this transformation, Chorus operated at a substantial deficit in the 2021-22 financial year. The purpose of this investment included to:

- Create a new operating structure that brings customers and communities to the centre of our organisation, is better aligned to our purpose and will drive long-term financial sustainability
- Foster significant cultural change under which operations and accountability are decentralised and people/teams can operate autonomously and relationally
- Inject new capabilities and build a learning platform to sustain our emphasis on growth and development for all people
- Match capability build with increased pay for Chorus people to meet wage growth pressures in the employment market
- Implement a new customer management system and develop a roadmap for further technology consolidation and improvement.



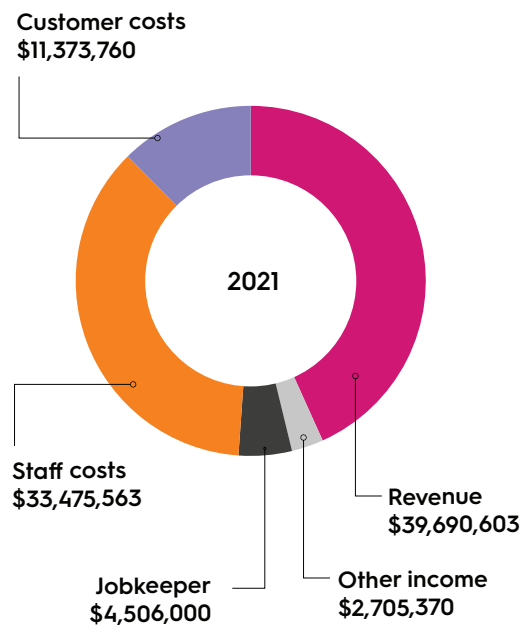
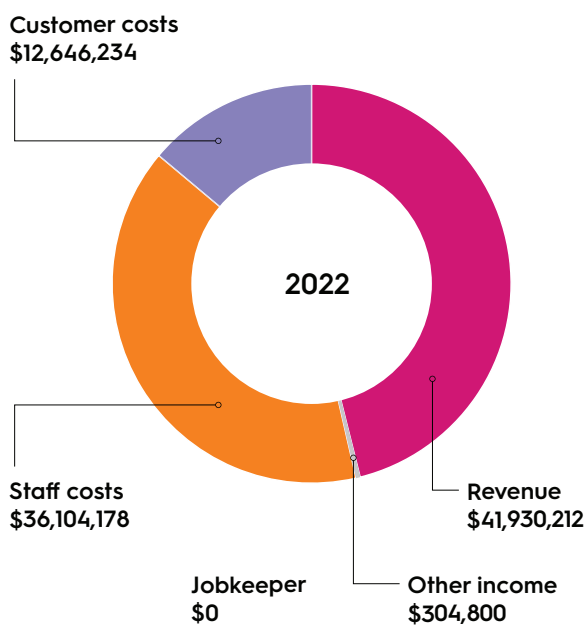
The 2020-21 financial year saw Chorus produce a net surplus of more than \$2.1 million. Our underlying operations delivered a minor deficit, which was more than offset by JobKeeper. Chorus delivered a net deficit of \$6.4m in this 2021-22 financial year, of which the underlying operational contribution was a deficit of \$5.3m.

In addition to the investments above, Chorus faced operational challenges, most notably COVID 19, when operations were disrupted by government-imposed lockdowns, health-related absenteeism and staff shortages. JobKeeper support was positive, but only partially offset pandemic revenue and cost impacts.

Financial Statements

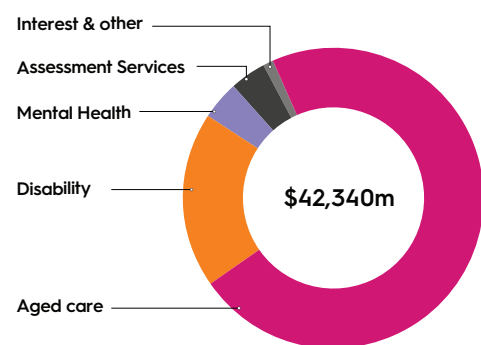
Condensed Consolidated Statement of profit or loss and other comprehensive income

For the years ended 30 June 2021 & 30 June 2022



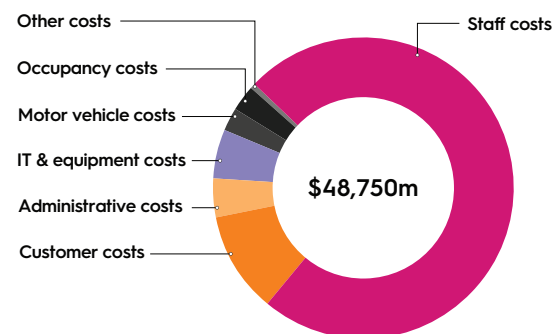
	2022 \$	2021 \$	2020 \$
Revenue	\$41,930,212	\$39,690,603	\$40,722,875
Other income	\$304,800	\$2,705,370	\$222,413
Jobkeeper wage subsidies	\$0	\$4,506,000	\$3,006,000
Expenses			
Staff costs	\$36,104,178	\$33,475,563	\$30,104,827
Customer costs	\$12,646,234	\$11,373,760	\$11,361,433
Total Expenses	\$48,750,412	\$44,849,323	\$41,466,260
Results from operating activities	(\$6,515,400)	\$2,052,650	\$2,485,028
Interest received	\$104,495	\$121,414	\$297,364
Total comprehensive income/(loss) for the year	(\$6,410,905)	\$2,174,064	\$2,782,392

What we earned



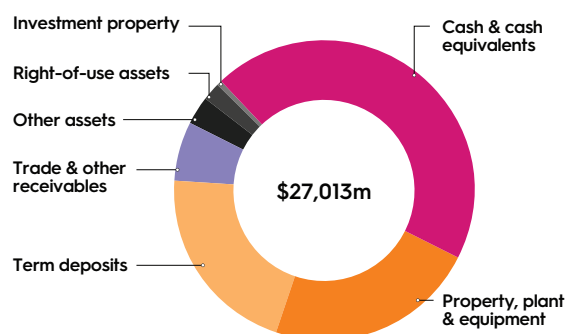
Aged Care	\$30,310
Disability	\$8,172
Mental Health	\$1,840
Assessment Services	\$1,542
Interest & other	\$475
Total	\$42,340

What we spent



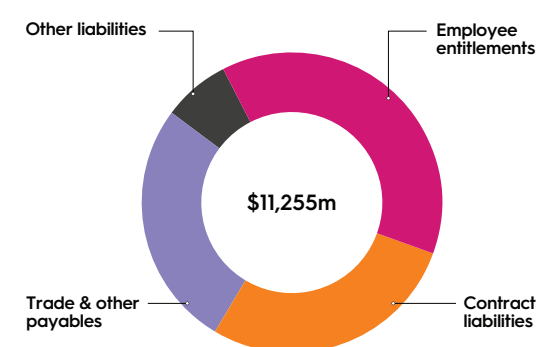
Staff costs	\$36,104
Customer costs	\$5,324
IT & equipment costs	\$2,683
Administrative costs	\$1,907
Occupancy costs	\$1,348
Motor vehicle costs	\$1,206
Other costs	\$179
Total	\$48,750

What we own



Cash & cash equivalents	\$12,063
Property, plant & equipment	\$6,163
Term deposits	\$5,620
Trade & other receivables	\$1,671
Other assets	\$865
Right-of-use assets	\$496
Investment property	\$134
Total	\$27,013

What we owe



Employee entitlements	\$4,289
Contract liabilities	\$3,163
Trade & other payables	\$2,990
Other liabilities	\$812
Total	\$11,255

Afterword

Our immediate focus at Chorus is to consolidate the changes we have made. This looks like increased customer reliability, consistency of practices and processes, and reduced change stress – leading to continuously improving performance on the four commitments. We will continue to invest in the core elements of our model including leadership, learning, technology and frameworks.

We see real potential in the Chorus fresh approach to community service, and the operating model we have created, to both make a bigger difference in the world and sustain our organisation through the difficult industry times ahead. We intend to measure and demonstrate that difference – and to multiply that impact through replication and/or partnership.

Purpose-oriented organisations can play a unique role in making the world a better place. We are in most of the right places and can add resources and connection to who and what is already there. The opportunity (and the challenge) is to ensure the sustainability and integrity of our institutions, while folding ourselves into the background and making it all about people and the power of their communities.



Thank you to our Supporters



State Wide Meals – Support



State Wide Meals – Recipients





If we all work together
the possibilities are endless.

Contact Us

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