



2023

Annual Review



Throughout this report you'll find stories and examples acknowledging the people, groups, or partnerships who helped us get where we are today. **Chorus operates in a complex ecosystem, but in the end we are committed to a simple idea: that people and communities can thrive.**

Contents

Chair and CEO Report	3
The Chorus Way	5
Governance.....	8
Delivering the Fresh Approach: Thriving local communities	14
Commitment and Milestone Moments.....	25
Managing Money	41
Thank you to supporters	43





“

**Wellbeing has
always been at the
heart of Chorus.**

Chair & CEO Report

Wellbeing has always been at the heart of Chorus.

Every day, Chorus people show up in the lives of thousands of Western Australians. Every day, we bring support, connection and compassion. And every day, we do the work in the background that enables it to happen.

We would like to say this is easy. But it is challenging, as a nation, to provide quality and cost-effective support to people in need. It is doubly challenging for providers and people working in an imperfect system, one which is constantly – and necessarily – in a state of evolution. It requires resilience, clarity, commitment and inventiveness.

Over seven years, we have done our best to build an organisation which truly has wellbeing at its heart. We started as a rare merger of three into one, with a vision to “bring a fresh approach to community service”. More recently, we transformed into a unique operating model, built around the local communities within which we work.

There has been a lot of change undertaken for and by Chorus people. It has often been difficult, sometimes painful. But we can see and feel the positive impact. And for that, we are grateful.

This Chorus Annual Review reflects our experience over the 2022-23 Financial Year.

At Chorus, we focus on what we call our “four commitments” – customers, people, safety, money – and we have made good progress on all of them:

- Measured employee wellbeing for the first time (overall rating “high”) and showed a reduction in employee turnover to below 30 per cent per annum (industry average 35 per cent);
- Reduced (improved) our total recordable injury frequency rate and the number of employees on workers’ compensation;
- Delivered a net surplus, a substantial financial improvement thanks to increased revenue and improved productivity;
- Established deeper relationships with customers, on the back of our small team/local focus.

This progress is essential, as Chorus continuously adapts to a changing and challenging operating environment. Demand for community services grows, while the national workforce is stretched. Prices rise, but costs rise faster. The programs which govern our work continue to evolve. This Annual Review presents evidence of our ongoing work to both run a sustainable business and have a positive impact in local communities.

Our work and our impact go beyond the data, the programs, the services and the economics. In this Review, we share the life, colour and stories of Chorus people. People like Maurice, a customer from Mandurah who



has become a leader in an activity group for men like him. People like Dylan and Braddon – a support worker and a service user – who, while not formally part of Chorus, nonetheless participate in a Chorus-initiated Disability Disco in Mirrabooka. People like Angela, who carves out two hours a week from her Chief People Officer role to directly support a Kalamunda customer.

During the 2022-23 Financial Year, the Chorus Board restated our organisational purpose:

“Chorus exists to enable local communities to thrive.”

This contrasts with our old purpose statement which, while it has worked as a guide since 2017, was narrower and more individualistic. It also contrasts with the consumerist direction of reform of the aged, disability and mental health systems.

These contrasts reflect our belief that, while efficiently delivering quality services to individuals is our core business, we can foster even more wellbeing – and relieve pressure on taxpayers – if we work alongside people committed to the health of all in their local

community. This is what we call the “fresh approach to community service”.

Innovation of this sort requires us to push the boundaries, and we are grateful for the support and belief which surround us.

Thank you to the customers who choose Chorus and who welcome Chorus people into their lives.

Thank you to the members of the local communities within which we work, for your energy, ideas and resources.

Thank you to the people of Chorus – employees, volunteers, leaders, Board members, partners, funders and donors – who show up every day to do this rewarding, challenging work.

We welcome the opportunity to play our role.

Dr Moira Watson
Chair of the Board

Dan Minchin
CEO

The Chorus Way

Chorus Vision

We are gradually transforming our approach while, on a daily basis, ensuring quality, safe and financially sustainable services.

Our vision is that, over time, our model will be sufficiently reliable, practical and relational so that we can replicate it at scale. We believe this would create an organisational backbone for local communities – employees, volunteers, customers and citizens – to thrive, both as a society and as a business.

This in turn requires us to build a capable and efficient enabling organisation – people, technology and services which can bring this vision to life.

Purpose

Our purpose is to enable local communities to thrive. Chorus believes keeping community at the heart of service delivery creates more beneficial relationships and better outcomes for everyone – customers, staff, and the wider community. This builds on our original focus on the individual.

Beneficiary Statement

Local communities, rather than individuals, are our primary beneficiary. Our focus is on establishing and supporting more local, more connected and more relationship-based service delivery. Innovative ways of staying connected have sprung up all over the organisation for both staff and customers, spilling into the community and fostering goodwill.



Why the shift?

Focusing on communities and connectedness provides a far greater impact to individuals. We’ve always wanted to help people live the life they choose, and that hasn’t changed. A flourishing care ecosystem delivers far more than a single service provider can accomplish on their own.

We’re unleashing community spirit, providing more choice, and establishing connections that go beyond normal care service delivery. We’re spreading kindness and kinship and everyone in the community is encouraged to take part.

Our unique operating model of local community hubs is designed for scalability, to drive business outcomes, and to enhance the role we can play in fostering thriving communities.

“

A flourishing care ecosystem delivers far more than a single service provider can accomplish on their own.



Our purpose is to enable local communities to thrive



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 with disability and mental illness.

Fresh Approach Beliefs

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

Chorus has a team of more than 600 employees and volunteers who work together with customers and local communities across metropolitan and regional Western Australia. We offer support in homes and communities to seniors and people living with disability and mental illness.

We are organised in a network of 20 local, small, self-sufficient teams. Our structure focuses less on management and hierarchy and more on what matters most – relationships, customers and communities. Our local structure enables Chorus to be more localised and relational and help activate communities and neighbourhoods, and it allows us to support customers through a local care ecosystem.



“

Our structure focuses less on management and hierarchy and more on what matters most – relationships, customers and communities.

Chorus values

Our core values communicate what we believe as an organisation and define the way we work together every day with staff and the people to whom we provide support.

Responsive

We roll up our sleeves and get on with the job. With resolution, with humility and with a smile. Always listening, always learning, always improving.

Practical

Sometimes it's the little things that make the biggest difference. The practical stuff, doing whatever it takes to solve the problem.

Empowering

We believe that our people and the people we provide support to are equal and are the key to unlocking endless possibilities and boundless opportunities.

Respectful

Always. With each other and with the communities we work in.

Meet the Board



Moira Watson
PhD, FAICD, FAIM, FGIA
Chair of the Board

- Committees:**
- Nomination, Remuneration and Governance
- Appointed December 2016**

“I’m grateful to chair a Board that’s striking out differently to effect change – choosing to take risks and work in ambiguities that are often contrary to what happens in a Board.”

Moira believes the Chorus profit-for-purpose business model enables staff and volunteers to build bonds with customers that benefit the wider community and contribute to broader societal change. She is excited about the potential for harnessing the community power generated between customers, staff, volunteers and the local areas where Chorus operates.

Outside of Chorus, 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. She has a background as a senior leader in ASX-listed companies and as an executive director in government.

Honours and current appointments include:

- Graduate and Fellow of the Australian Institute of Company Directors
- Fellow of the Governance Institute of Australia
- Fellow of the Australian Institute of Management
- Vice-Chair of Parkinson’s Australia
- Councillor with HBF.



Barbara Powell
B. Soc Wk (Dist)
Deputy Chair of the Board

- Committees:**
- Nomination, Remuneration and Governance (Chair)
- Appointed December 2016**

“Everyone is different, everyone has something to contribute, everyone needs to be listened to, and having a strong sense of belonging is important to everyone.”

Barbara is grateful for the opportunity to be involved with Chorus fresh approach to community care. Combining her passion for community development with her commitment to ensuring people have access to what they need to live the life they choose, she believes Chorus philosophy towards care has enormous potential to contribute to the development of strong and thriving communities.

Barbara has been directly involved with community development and community service provision for many years at the local government level, working with a wide range of non-government community service providers including those supporting people in the aged, mental health and disability space.

Honours include:

- Local Government Distinguished Officer Award by the Western Australian Local Government Association for her contributions to local government and community.



Ray Glickman
MA(Oxon), MA(Brun), CQSW, FAIM, FAICD
Independent Director

- Committees:**
- Finance
 - Nomination, Remuneration and Governance
- Appointed December 2016**

“With Chorus, we’re not trying to create something that is bigger, we want to create something that is going to be different and better.”

Ray’s goal is to create an organisation that has greater impact at the local level by harnessing the strengths and efforts of local communities. He considers himself very lucky and privileged to work on projects that can really make a difference to people. Chorus provides him with the opportunity to do it by stimulating and challenging others, and he looks forward to doing more of that.

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. 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.

Honours and current appointments include:

- Chairman, Curtin Heritage Living
- Chairman, CareBridge
- Deputy Chair, Ocean Gardens Inc.
- WA Excellence Award for Aged and Community Services (2017).



Craig Adam
BSc (Hons), FCCA
Independent Director

- Committees:**
- Finance (Chair)
- Appointed December 2016**

“I am very passionate about Chorus and the people, families, and communities it supports. My colleagues at Chorus do wonderful work and it’s enriching to be associated with them.”

With a goal to sustainably grow Chorus as a catalyst to create social capital, Craig sees his role on the Board as a great way to give back to the broader community. He believes it’s possible to successfully navigate changes in funding to enable communities to thrive. For him, that means designing a business model that is highly customer and community-focused, and not shackled to traditional delivery models.

Craig is a finance executive with more than 20 years’ experience leading finance teams through strategic change, international expansion and corporate restructuring. 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.

Honours and current appointments include:

- Fellow of The Association of Chartered Certified Accountants
- Head of Performance Reporting for Commonwealth Bank of Australia.

Meet the Board



Ian Brunette
Independent Director

Committees:

- Audit, Risk, Compliance, Work Health & Safety

Appointed December 2016

“Working on behalf of Chorus is one of the best things that’s ever happened to me. It fills me with a huge sense of gratitude for the opportunity to contribute.”

A career working in large organisations and managing large teams has made Ian keenly aware of the complexity involved in making radical changes in an organisation. He’s been fascinated by the talent, the skill, and the dedication of Chorus leadership as they pioneer the local model of care. He considers it an immense privilege to be part of an organisation that’s unwavering in its purpose and the long-term impact it will make to our communities.

Ian is an IT leader with more than 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. With expert analytical skills, he delivers organisational benefits using both operating model and IT solutions to ensure optimal business outcomes.

Current appointments include:

- Chief Information Officer, Pioneer Credit.



Tony Cull
MBA, CPA, B.Bus, GAICD
Independent Director

Committees:

- Audit, Risk, Compliance, Work Health & Safety (Chair)
- Finance

Appointed December 2016

“I’m grateful to be part of making such dramatic organisational change in the care industry. I’m motivated to see things done differently because of the care needs in my own family. I couldn’t have asked for anything better from the executive team and the Board.”

According to Tony, Chorus equals connection, the critical link to helping people enjoy life on their own terms. With a background in leading change and business process improvement, he believes embracing the changing community expectations of aged care, disability, and mental health services is vital to customer-centric thinking. Using technology to enhance service delivery and foster wider community connection is one of the many ways he sees Chorus leading the care industry.

In addition to his work at Chorus, 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.

Current appointments include:

- Chair of Kalyx Pty Ltd
- Non-Executive Director of The Geraldton Fishermen’s Co-Operative Ltd.



Stuart Flynn
BA (Hons), M.Bus
Independent Director

Committees:

- Nomination, Remuneration and Governance
- Audit, Risk, Compliance, Work Health & Safety

Appointed December 2016

“The Chorus philosophy is focused on trust. That appeals to my own philosophy about how organisations should operate.”

Stuart admits an organisational model based on trust is unconventional. He was raised in working-class England, where community cohesion and widespread support for people in need ingrained his view of the power of community from a young age. Stuart believes giving people the ability to make decisions – and trusting their judgement – benefits Chorus customers, staff, and volunteers and the communities they live in.

Stuart has held executive positions in the public, private and not-for-profit sectors, including 15 years as CEO of Southern Cross Care (Western Australia) Inc. 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.

Honours and current appointments include::

- Inaugural Head of the WA Council of Official Visitors
- Prime Minister’s Centenary Medal for outstanding service to providers and clients in the mental health sector
- Tenured academic at UK and Australian universities.



Debbie Karasinski AM
MSc, BAppSc (OT, OTR)
Independent Director

Appointed January 2023

“We are extremely lucky to have a CEO who really is thinking outside the box and is bringing the same type of people into his executive team. Dan is absolutely giving his heart and soul to Chorus.”

As an expert in clinical governance, Debbie has a focus on excellence – in the way Chorus provides services, how they interact with customers, and how staff and volunteers are treated. She believes excellence and service governance are essential components to true innovation. With Chorus Fresh Approach challenging established service delivery models of care in Australia, Debbie looks forward to the long-term impact Chorus innovation will continue to have on community development.

Debbie has more than 40 years working in the health, disability, aged care and mental health sectors in Western Australia. She was the inaugural Chair of the Child and Adolescent Health Service Board, CEO of disability service provider Senses Australia, CEO of the Multiple Sclerosis Society of WA, Chief Occupational Therapist at Sir Charles Gairdner Hospital, and Chair of the WA Minister for Disability’s Advisory Council.

Honours and current appointments include::

- Member of the Order of Australia for her contribution to people with disability and the West Australian community
- Prime Minister’s Centenary Medal for her contribution to people with multiple sclerosis
- Member of the Perth Clinic Board.

Board Committees

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

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, Tony Cull and Ray Glickman.

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 (WHS) Committee.

Audit, Risk, Compliance and Work Health & Safety Committee

Members of the Audit, Risk, Compliance and WHS Committee are Tony Cull, Stuart Flynn and Ian Brunette.

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, Moira Watson, Barbara Powell and Ray Glickman.

Nomination, Remuneration & Governance Committee

Governance of Social Impact course

A two-day Governance of Social Impact course for not-for-profit directors, conducted by the Centre for Social Impact, provided guidance on overall strategy. It helped the Board focus their strategic thinking in ways that are vitally important to them, namely clarifying Chorus purpose. It prodded them to more broadly consider where they want Chorus to be and how to measure the impact of Chorus efforts.

One of the most useful tools in the course was the Theory of Change framework. It directly contributed to making community the primary beneficiary of Chorus work. It's unusual for a care organisation to go beyond the immediate requirements of people in aged care, living with disability, or with mental health illness. By identifying the needs of a particular community and developing

services to interact in each ecosystem, the Board believes Chorus can better serve the individual and everyone else in the community, with both short-term and long-term benefits. That work directly influenced the creation of the Chorus Local.

The Board is grateful to have had transformational guidance on how to strategically address their biggest goals for social impact. Reorganising the operational business model has unlocked Chorus ability to connect, innovate and make a real difference. It has empowered Chorus leaders and staff to achieve more than previously possible.

“

Reorganising the operational business model has unlocked Chorus ability to connect, innovate and make a real difference.



Delivering the Fresh Approach: Thriving local communities

Strategic context – the ‘why’ behind Chorus

Chorus provides support to people in their homes and communities. Framed traditionally, we provide services in the aged care, disability and mental health sectors, substantially funded by a variety of Commonwealth Government programs.

Australia, on global benchmarks, has a high-quality and well-funded system for home and community care. But like most developed nations, we face demographic change, decline in social capital and cohesion, and challenges in balancing quality and cost. This drives ongoing change in funding, program and market redesign, and increasing regulation – adding up to an extremely challenging operating environment. The Australian Government has over the past decade pursued reform which increases consumer control and responsibility. This is in many ways a positive change; however, it is accompanied by tight pricing, a heavy compliance burden, a high-turnover workforce, and ever-growing demand.

Above all of this, community and home care are increasingly transactional. Many people observe that, in spite of the commitment of frontline workers, the warmth and heart of home care are often absent, as is the opportunity for communities to come together and support each other.



It's in this context that Chorus decided to completely reimagine how to better support people to live the life they choose. Over recent years we have developed and followed a strategy of transforming our operating model, enabling deeper relationships, delivering improved performance and financial sustainability, and making it possible to work more effectively alongside local communities. This includes:

- Refining and demonstrating the local business model;
- Adapting the necessary enabling capability and social enterprises;
- Keeping our people deeply involved in all changes during transformation;
- Bringing an immediate focus to performance: healthy teams and healthy businesses;
- Adopting technology to optimise processes, enable people, and foster connections;
- Co-designing, testing and adapting tools for connecting, amplifying, and facilitating local communities;
- Working with volunteers, neighbours and other players in the local (and state) “care ecosystem”.

Implementing our Fresh Approach required substantial change throughout the organisation. We're grateful for all the people involved, including those who have challenged and/or embraced our bold vision to change the way we work – and, someday, the way the system works.

We're excited to share some of those successes here.

From the beginning, Chorus has taken a different approach to community care.

In 2019, we formalised the idea of our Fresh Approach and began the change journey. In 2021, we flattened our structure, decentralised and integrated service delivery based on local needs, and started to evolve. In 2023, employees, volunteers and, most importantly, customers are experiencing benefits from the transformation.

“

...employees, volunteers and, most importantly, customers are experiencing benefits from the transformation.

Early successes of Chorus Fresh Approach

Three key elements are required to realise the full potential of Chorus Fresh Approach:

1. **Becoming hyper-focused on relationships and local communities;**
2. **Connecting community;**
3. **Coordinating and connecting organisations in the “formal” care economy.**

Let’s take a closer look at how these elements are unfolding, with examples of recent successes.

1. **Becoming hyper-focused on relationships and local communities. We are getting to know communities better and learning how to form better connections with customers.**

Maurice’s Story

Sitting in the “lonely chair” was never a goal for Maurice but that’s exactly where he found himself. He was a widower living alone in Brisbane, and when he found love again, he moved to Mandurah to be with his new wife Riccai. Noticing he wasn’t himself, Riccai thought he may be lonely due to the lack of male friendships in his new city, so encouraged him to look for help. This was his first step out of the lonely chair.

After contacting My Aged Care to find support, Maurice discovered he’d fallen through the cracks of the aged care system. Before long, his contact details were updated, which led to another problem – he was deluged with calls from care providers. Incredibly confused, Maurice took time to consider his options and select a provider. When he rang back, the provider gave him shocking news, he’d been revoked.

“Here I am at this age being sacked by unknown people,” Maurice said.

“I’ve been cancelled. I’m wiped out. So what do I do? Go back to the lonely chair and die?”

Then Maurice came across Chorus. They offered two things the others hadn’t – they were operating in his local community and they offered to visit him to discuss care options.

“It was fantastic. Melanie talked the talk and Caitlyn crunched the numbers,” Maurice said.



“Suddenly things started to open up to me. They were able to get me transport, individual social support and personal care.”

The local structure of Chorus meant Melanie and Caitlyn stayed involved in Maurice’s life. Later, when Melanie noticed Maurice’s health was declining, she organised another ACAT assessment.

“I didn’t have to do a thing. Things began to happen again after my ACAT assessment and I was able to join a men’s club.”

Maurice admits the group was a bit nerve-racking at the start but he settled in quickly and found it enjoyable. He started making new friends. Over time, the group has grown and evolved with input from the members who participate in decision-making. Chorus group leader Andy has worked to create a social environment all the men look forward to attending.

“Our group is so diverse, so different, but totally in harmony. We look forward to it,” Maurice said.

“I’ve seen other men’s groups and all they do is sit around and stare at each other. Every week we decide where we’re going to go.

“We’ve been fishing three times. We must be a sight to behold with all of us using walkers and walking sticks. We have our lines baited and stuff like that so we don’t have to worry about anything.

“When we’re in the presence of Andy, it’s just fantastic.” Maurice believes having a strong relationship with a local group leader like Andy makes a big difference in the level of care he receives. He’s especially grateful that safety on outings is the top priority of his local team.

“We get helped to our seat, buckled down, double-checked and triple-checked. We feel safe,” Maurice said.

Maurice equates his experience with Chorus to being a member of a club. He said wisdom, care, persuasion, and great attitude of staff at the local are teaching him a lot and preventing him from becoming another number. Best of all, he hasn’t sat in the lonely chair in years.

“What Chorus has done is give me focus and care,” Maurice said.

“What can be more important than that?”

“
Suddenly things started to open up to me. They were able to get me transport, individual social support and personal care.”



2. **Connecting community** more broadly to establish care ecosystems that operate with and without our help. This includes finding ways to connect people, groups, and local businesses to form valuable networks. It's all about looking out for neighbours and each other.

Intergenerational Community

Every week in Mandurah, the Peel Central Local meets up with Murray Forrest Friends, a group who connects families with nature and the outdoors. It's not unusual to have people aged from 2 years old to 92 in attendance. Initially started as a six-week trial in February 2023, the program was an immediate hit with young and old.

Intergenerational groups reduce social isolation and loneliness by allowing older people and children to play together, learn from one another, and form new friendships. The Chorus program has been dubbed by the media as "day care meets aged care", but community connections extend beyond flying paper airplanes or working on a craft. Some of the children are from migrant families and have no relatives in Australia. It's a chance for them to interact with different generations in a meaningful way, maybe for the first time.

Community connection is a great way to reduce loneliness. It's been widely reported that 40% of people living in residential aged care never get a visitor. That's a staggering number of people experiencing social isolation and it's only going to get worse.

According to the Intergenerational Report 2023, in the next forty years:

- Australians aged 65+ will more than double.
- Australians aged 85+ will more than triple.
- Australian centenarians are expected to increase sixfold.

The Australian government reports an ageing population and rising demand for care and support services are two of the five major forces that will shape the Australian economy.

When you couple that with long-term spending pressures for health, aged care and NDIS, Chorus intergenerational playgroup is a great example of how connecting community is a win for everyone.



“Community connection is a great way to reduce loneliness.”

3. **Coordinating and connecting organisations in the “formal” care economy**, including local government, other care providers, health services and businesses.

Stirling Music and Dance

Chorus Stirling Local proves every week that music is the universal language. Their Disability Disco opened to the wider community and quickly became a hub of activity for a large mix of NDIS organisations. People living with disability and their carers get together for a weekly opportunity to dance, sing, form friendships and make social connections. Customers and carers alike benefit as they build a support network with their peers from a cross-section of NDIS businesses.

The Disability Disco is a popular way for customers to get exercise and a good alternative to coffee outings at shopping centres. The benefits extend beyond learning new dance moves. The event helps customers build life skills when they're encouraged to register with the sign-in desk and make payments on arrival. This helps to improve social communication and interaction skills.

Dylan has been supporting Braddon as his carer for the past eight years. Braddon loves coming to the disco and interacting with other members of the community, while getting to sing and dance. Dylan also loves coming to the disco because it is a safe space to have fun with other community members.

As a support worker for the past 13 years, Dylan finds the work extremely rewarding. “I just don't know what I'd do without this industry,” Dylan said.



“The Disability Disco is a popular way for customers to get exercise and a good alternative to coffee outings at shopping centres.”

Life in a Local

Susan Cottrill believes the Chorus Local model is a game changer in the care industry. As the Kalamunda Local Lead, she has seen a huge change in how care services are managed and the positive impact it's had on the community. The benefits of the new model have extended to Chorus staff, who are experiencing personal growth and something a little unusual for carers – a career pathway.

Sue is the first to admit the transition has been intense, but it's also been exciting. Sue and the Kalamunda team have been learning as they go and helping to iron out problems as they arise. She credits complete transparency and a whole team approach to decision-making as keys to success.

"The whole team runs this Local, not me, not any single person, but the whole team, and it is really empowering," Sue said.

Every week Sue runs a team meeting and shares the profit and loss report. Complete transparency in commercial performance is a key factor in the success of how the Local is operating. Staff know how they're tracking against targets and how their decisions affect

profitability. While Sue admits there's been a learning curve for people who have never been exposed to business performance information, it's also created a more cohesive team who are aligned to common goals.

Every person on the team is encouraged to weigh in on decisions, from how money is spent, to the care that's provided, to where community connections can be made. Sue has made it clear they can't expect her to make all the decisions. In the beginning people were reticent but they've learned the value of team collaboration.

"If no one else volunteers, then I put my idea forward and tell them they have to jump in with their opinions and alternatives," Sue said.

"Often, they have a better idea. They may be more knowledgeable about a service or a customer because they're the one out there doing the work."

Every person on the Kalamunda Local team learns about profit and loss and how to make the Local sustainable. This kind of skills transfer and personal development is not available in most care jobs.

"My dream is anyone on the team can leave here and run their own business," Sue said.

"Hopefully they fall in love with helping people and they stay with Chorus.

Local in action

For the first three and a half years, Sue worked as a scheduler at Chorus. She didn't connect with customers and didn't know who they were except through phone calls. In the Local model, every customer is discussed in team meetings. Anyone who interacts with a customer shares information so the whole team has a fuller picture of the individual, something Sue believes makes the Local model very special.

"Being able to discuss all our customers, get to know them, get feedback from everyone, helps us learn from each other, which is how it works in a Local," Sue said.

A Kalamunda Local customer is a great example of how collaborating on care works. A customer with dementia complained of being lonely and having no visitors. A support worker mentioned she had put music on her phone when she was cleaning the woman's home and the customer absolutely loved it. The team collectively decided to play music on each visit. They also documented changes they noticed in the customer.

"Every time I went to visit, I took my boombox and played 50s and 60s music on Spotify," Sue said. "She loved it. She would get up and jive. She is nearly 90 and she was jiving and dancing. It's absolutely fantastic."

After three months of documenting customer behaviour, the Kalamunda Local team had evidence to support the purchase under her Home Care Package funding of a dementia music box. Sue spent three hours teaching the customer how to use the box. It's changed the woman's life.

"Her first comment after getting her dementia music box was, 'I don't care that no one comes to my house because I've got music now'," Sue said.

Relationships underpin the success of the Local model, especially because everyone lives in the community where they work. Sue lives on the same street with five of her customers. Sue believes it provides a sense of calm to customers knowing their support worker and carers lively locally and are just like them. "They see me walking down the street with my dog and they know I'm a normal person from their neighbourhood," Sue said.

"When I wave and say hello, it's that extra thing that makes them think, 'she's not just a support worker. She's the one that cares'."

“

Relationships underpin the success of the Local model.



Chorus Kitchen: More than a meal service

With the cost of living skyrocketing, older people and those living with disability are hit harder than most. That's proved out by rising demand for the Meals on Wheels service provided by Chorus Kitchen.

The health and wellbeing benefits of good nutrition are obvious and it's difficult to see so many more people experiencing hardship. But there's also a silver lining. Meals on Wheels makes a direct local impact by increasing community connection, reducing social isolation, and partnering with other local organisations.

Volunteers who deliver meals provide vital social interaction for their customers, many of whom get no other visitors. The daily meal delivery acts as a welfare check and provides peace of mind to families who live

remotely from their loved ones. It's common for Meals on Wheels volunteers and their customers to develop friendships that last for years. Those relationships also benefit the drivers. Research shows a 10 per cent increase in wellbeing for Meals on Wheels volunteers.

In 2023, Chorus Kitchen had an opportunity to host Leader of the Opposition Peter Dutton, Senator Matt O'Sullivan and Senator Michaelia Cash. It was a chance to gather government support for community meals services and showcase the Chorus Fresh Approach. At a press conference held at Chorus, Mr Dutton praised the work and innovativeness of Chorus, particularly the kitchen team and delivery volunteers.



“

The daily meal delivery acts as a welfare check and provides peace of mind to families

Volunteer journey of dedication and compassion

It might seem an unlikely choice – a retired 75-year-old volunteer paired with young people who live with disability. Pushpavaty (Pushpa) Subramaniam is a prime example of how Chorus volunteers forge meaningful relationships.

Pushpa's warmth, compassion, and genuine empathy create a safe and nurturing environment where young people living with disability can flourish. She empowers them to overcome challenges, nurtures their self-confidence, and encourages them to pursue their dreams. Her insight and guidance have proven invaluable in catering to the unique needs of each individual.

Gratitude for service goes both ways. Pushpa discovered new purpose and meaning in her life through volunteering at Chorus. She transformed her grief from losing her daughter into a powerful force for social impact.

Whether it's organising engaging activities, providing emotional support, or offering practical advice, Pushpa's contributions have also touched the hearts of families and the entire Chorus community. Her journey from sorrow to service is an example of how overcoming adversity can create positive change.



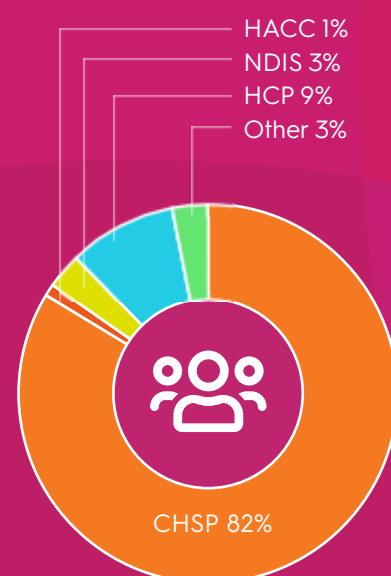
“

Pushpa discovered new purpose and meaning in her life through volunteering at Chorus.

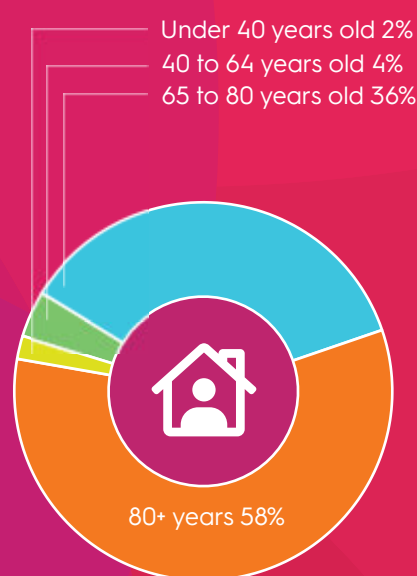


A glance at the Chorus Community

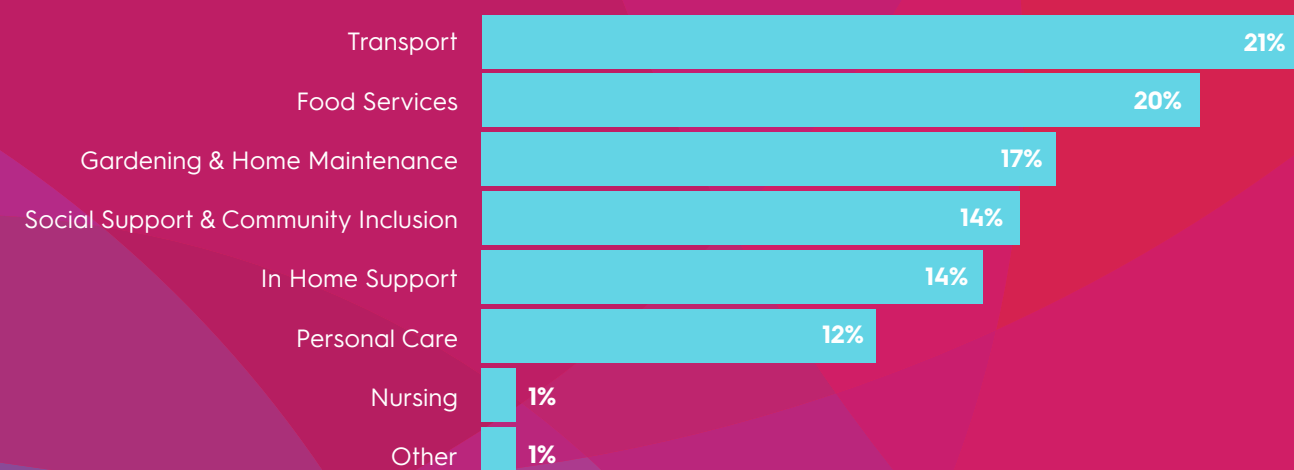
TOTAL CUSTOMERS BY FUNDING



CUSTOMER AGE GROUPS



TOTAL SERVICES BY SERVICE TYPE



Commitment and Milestone Moments

The most common metrics to measure organisational performance are financial, and that is no less true of organisations working in the community (“not-for-profit”) space. Given the challenging funding and operating environment, it is not surprising that financial sustainability is often top of mind.

But we know that, at our heart, performance is defined in terms of the wellbeing and effectiveness of teams, communities and relationships. Together, they make it possible for us to both achieve our purpose and ensure we remain a healthy business.

At Chorus, we believe performance is a balance across four “commitments”. In addition, we aim to demonstrate our impact on the community – that is, the extent to which we are achieving our purpose of enabling local communities to thrive.

“
At Chorus,
we believe
performance is a
balance across four
“commitments”.

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

People

Employee Wellbeing

It's no secret people in caring professions often put themselves at the bottom of a heap of other priorities. To achieve our purpose, we must first take care of Chorus employees. We believe employee wellbeing is the foundation for enabling communities to thrive. Empirical research confirms a strong link between employee wellbeing and engagement, leading to productivity at work, better business outcomes, and profitability.

At Chorus, performance is measured in multiple ways, including:

- Stronger relationships between employees, volunteers, and customers;
- Highly functioning teams;
- Better service delivery;
- Customer satisfaction;
- Community engagement;
- Reduced injuries;
- Employee retention.

We want to assist in any way we can to ensure employees are looking after themselves so they can do their very best when they're at work and in all aspects of their lives.

Fowler and Christakis' (2009) work on happiness contagion in social networks indicates improving the wellbeing of one individual by 25% can increase a close contact's wellbeing by 15%. This shows the increased wellbeing of Chorus people has the potential to cause a positive ripple effect in the communities where we work.

Individual Benefits

Study after study demonstrates that employees with high wellbeing are:

- ✓ more engaged
- ✓ more motivated
- ✓ more productive
- ✓ healthier (more active)
- ✓ more loyal (retention / turnover)
- ✓ play more effective roles in teams
- ✓ more creative; open to innovation and ideas, and change
- ✓ display more energy at work
- ✓ provide better customer service
- ✓ less sick (fewer days away)
- ✓ recover quicker from sickness

Our Wellbeing KPIs include:

100% of Locals monitoring wellbeing, with surveys conducted and measured every six months

Achieve and maintain greater than 75% Wellbeing at work rating, with at least 60% response rate

Reduce flight risk to less than 30%

Early results are in:

- ✓ We launched our initial WoW survey in May 2023, with 100% of Locals participating.
- ✓ Overall Wellbeing at work score was 71%.
- ✓ Flight risk is just under 30%, compared to an industry average of 35%.
- ✓ 81% of employees find their work to have significance and purpose.

Chorus launched two major initiatives this year to identify employee wellbeing issues and track progress over time:

1. **Work on Wellbeing (WoW)** is a scientifically backed assessment tool to measure employee wellbeing. It provides insight for Locals and the Enabling teams, allowing for meaningful conversations and actions to improve wellbeing across any aspect of their life that's meaningful for them.
2. The **Sonder app** is a holistic wellbeing support platform offering mental health, medical, and safety support to employees and their families.



Work on Wellbeing surveys

In May 2023, we launched the first of a biannual Work on Wellbeing (WoW) survey partnered by Langley Group. We want to better understand not only our people's wellbeing at work, but also how employees are flourishing in all areas of life, including their health and fitness, relationships, financial, and spiritual wellbeing.

The survey is backed up with a qualified coach-led debrief conversation to help teams and individuals get the most out of their report and understand how to turn insights into strengths-based actions. All employees who participate receive a detailed individual report as well as contributing to team reports.

Wellbeing conversations are now an embedded part of Chorus culture. They're happening in the survey debriefs, and also as part of team meetings and in informal settings. Wellbeing now underpins everything we do at Chorus.

The flow-on effect is that when employees are more aware of their own wellbeing and what impacts it, they can also recognise more easily where customers may be struggling.

Sonder app – Enabling technology for employee wellbeing

Chorus wanted to find a way to broaden the scope of traditional Employee Assistance Programs (EAPs) to more fully address wellbeing for employees in all aspects of their lives. In 2023, we also rolled out the Sonder mobile phone app to all our employees and their families. Sonder is a holistic wellbeing provider offering medical, safety and mental health support. The app was automatically installed on all Chorus mobile phones upon rollout and is also available for staff to use on their private devices as they wish.

People using the Sonder app can reach out for help any time of the day or night and speak to a real person. Support is provided by phone or through an online chat function, with an average response time of six seconds. In the first reporting quarter, requests for support increased by 10 times the average, compared to our previous Employee Assistance Program. Assistance can range from setting up a 'check on me' service if travelling to unfamiliar areas, to more complex cases where a person may be dealing with mental health issues, or personal safety outside of the workplace.

Learning, development and careers

One of the most exciting aspects of Chorus Fresh Approach is developing career pathways for employees. The care industry is demanding and traditionally has not provided many opportunities for carers to progress. We want to change that dynamic so people know when they work with Chorus, they have more than a job, they have career opportunities. We're making investments in training and development, enabling technologies, and creating ways for our people to develop their skills. We want them to expand their current role or move into entirely new jobs. So do they.

Traineeships

Chorus has introduced traineeships to deliver on-the-job skills building towards industry qualifications. We partner with two registered training organisations to deliver 12 to 24 month learning programs.

In the past year, supporting staff achieved the following qualifications, based on their role:

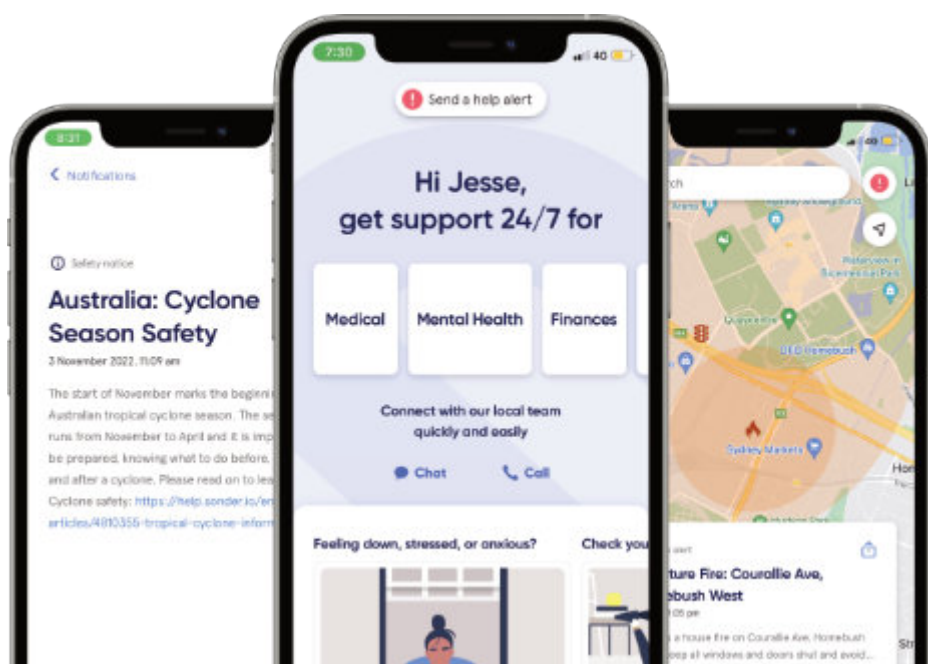
- Community Services: Certificates III and IV
- Individual Support: Certificate III
- Mental Health: Certificate IV

Local leads and enabling leads are working toward:

- Leadership and management certificate
- Leadership and management diploma.

To date, we have, 87 support staff and 35 leads enrolled in these additional qualifications.

Traineeships allows Chorus people to build capability so they can secure better paid jobs and find new opportunities, both with us and with other employers. We want Chorus customers and communities to thrive and that starts with our staff. A strong care industry with well-qualified people benefits everyone.



Charmaine's story

Charmaine Nordhoff is a prime example of the career possibilities available at Chorus. Charmaine started at the Kalamunda Local as a multiskilled support worker in January 2022. Her prior experience included working in mental health and NDIS caring roles, but this was her first time working in aged care services. Charmaine went through the traineeship program to obtain her Certificate IV in community services. Though she had a bachelor's degree in human services, she recognised the traineeship as a good way to update and refresh her skills. Through it all she felt well-supported by her team and the Local Lead to pursue career opportunities.

Soon after completing her CertIV, she successfully applied for a Cell Facilitator role at the Kalamunda Local. This gave Charmaine an excellent opportunity to learn more about the aged care and NDIS systems. She was responsible for organising social groups and outings and helped search for a new working space. When an opportunity arose for a Co-Lead position at Cockburn Local, she was encouraged by her Kalamunda Local Lead to apply and was successful.

As a Local Co-Lead, Charmaine is able to develop her passion for community partnership.

"It's been an interesting journey, because I've joined a well-established team at Cockburn,

but they've just really embraced me. It's just been a really smooth transition," Charmaine said.

The career opportunities continue for Charmaine. As the Cockburn Local grows, it will eventually split and Charmaine is well-positioned to become the Lead for the second Cockburn Local.

"The fact that you're able to progress in your career but still have that customer connection and that community connection no matter what position you're in within the organisation is something Chorus does really well," Charmaine said.

"I think it's a pretty awesome opportunity that may not be available in many other organisations."

Not only do Charmaine's talents relate to work in a Local, she also starred in a Lotterywest commercial featuring Chorus!



“

As a Local Co-Lead, Charmaine is able to develop her passion for community partnership.

Community of Practice (CoP) special interest groups

A Community of Practice is an employee-initiated and employee-led special interest group. They operate as a learning space where information and knowledge are shared within the group. CoPs are open to anyone, at any skill level. It's a way for people to collaborate and learn together throughout the Chorus distributed network of Locals. It allows people with common interests, passions or needs to work together, share ideas, and learn from each other in a completely organic way. Employees are able to self-direct professional growth by joining a COP where they can acquire new skills from Chorus peers who have qualifications and training in transferable skills.

Ideas that come out of a CoP can be run as experiments at the Locals and everyone benefits from the work of these special interest groups. Meetings are recorded so anybody can access the material and the learning outcomes.

To date, employees have created CoPs on the following topics:

- Coaching
- Leadership
- Playbook (Chorus operating procedures)
- Customer Partner.

Docebo learning platform

Education and learning portals can be cumbersome, but Chorus wanted a platform that was interactive, self-driven and easy to use. That led to the adoption of another enabling technology called Docebo (pronounced DOE CHEE BO), a digital learning experience for Chorus staff. All induction programs are on Docebo. Each role within the organisation has a learning pathway on Docebo. It has the capacity to include any kind of learning from how to use office technology like Excel or Teams to how to manage your money and getting the most from your superannuation.

Docebo is another example of how Chorus is looking at how we can empower our staff in their whole life, not just in their day-to-day work.

“

Education and learning portals can be cumbersome, but Chorus wanted a platform that was interactive, self-driven and easy to use.



Customer

Bringing communities to life with enabling technology

We wanted to make it easier for customers to communicate with us and have better visibility of their plans, services and invoices. Checked In Care is a customer experience platform developed for the care sector that integrates information from various systems into one location. The award-winning platform empowers customers, families, and staff with around-the-clock self-service capabilities and robust communication tools.

Chorus partnered with Checked In Care to produce a customer app because they are closely aligned with our purpose of enabling communities to thrive. Their charity, Touched by Olivia Foundation, cracked the code on creating community connections. They bring together volunteers and individuals in need of support to foster connections and combat social isolation. This function allows

customers to build and share their own circle of care within their communities.

We're currently rolling out the My Community – powered by Chorus to our existing customers. Although we're in the early stages, we are already experiencing positive results, including increased support for those in need and connections between individuals in the community.

My Community – powered by Chorus allows Locals to run more efficiently, reduce costs overall, and offer a better experience for everyone, especially customers. We believe the partnership with Checked In Care will continue to promote wellbeing and inclusion in communities in ways we can't even imagine.

“

We wanted to make it easier for customers to communicate with us and have better visibility of their plans, services and invoices.



“

We want to close the distance between the customer and those employees who do not have caregiving as their primary role at Chorus.



Time With Customer

Time With Customer (TWC) is a measure we typically use to track performance against our commitment to being confident at managing money. Another key part of TWC, especially for employees in non-customer facing roles, is the connection it gives them to customers. Every Chorus employee is expected to contribute a regular part of their working schedule to direct service delivery. This includes everyone in a Local, the Enabling team, Strategic Coaches, and the CEO.

Care support is hard and often difficult work. We want to close the distance between the customer and those employees who do not have caregiving as their primary role at Chorus. This creates a widespread appreciation for the effort it takes for a Local to generate income for the company. It also

keeps everyone in the organisation close to the service Chorus provides and close to the customer.

In practice, this is the commitment our people who are not in full-time service delivery roles make to working with customers:

- Enabling employees including CEO – One day per month
- Local Leads – One day per week
- Customer Partners – One and a half days per week.

Angela's story

Angela Williamson is Chorus Chief People Officer, a role primarily committed to the quality of relationships Chorus people have with customers and each other.

To fulfil her TWC commitment, Angela spends one day a month providing domestic services. She spreads the time across multiple weeks, spending two hours every Friday morning with the same customer. Her duties encompass anything needed to help people live well at home, including changing the beds, vacuuming, mopping, hanging out laundry, and cleaning toilets and bathrooms.

After a year of providing care to a family in the community where she lives, Angela is getting a taste of what motivates so many carers.

"You develop a surprisingly intimate relationship with the customer and become part of their community," Angela said.

"My time with customers keeps me deeply connected to what we're here for as an organisation."

Angela is the first to admit full-time support workers have a very different experience, with myriad pressures and demands that can't be realised in only two hours a week with a single customer. She is grateful for the insight the experience provides and the empathy and respect it builds for the 90% of Chorus employees who are in caring roles.

"It keeps you connected when something doesn't work, or isn't working as well as we expected it would," Angela said.

"When you've directly experienced the same thing, it's no longer a conceptual idea. That's true whether it's a piece of tech, an administrative issue, or dealing with an unhappy customer."

For Angela, her TWC is an excellent opportunity for quality control and continual improvement. It's also a chance to fully appreciate the trust customers place in Chorus.

"Customers literally let us into their whole life because we have a Chorus T-shirt on," Angela said.

"Most customers wouldn't have chosen to need care, especially those who are living with disability or a mental health issue."

“

My time with customers keeps me deeply connected to what we're here for as an organisation.



Safety

Care work is not considered a high-risk occupation, but Chorus employees are constantly facing moderate levels of injury risk. Given the broad range of support we deliver in customers' homes, gardens and communities, staff face daily risks of physical and mental injuries. Notwithstanding this, we are committed to developing our system and culture to manage those risks and continuously improve our safety record.

Chorus tracks three main areas relating to safety:

- Total Recordable Injury Frequency Rate (TRIFR) – Any physical or mental injury a person incurs while at work;
- Lost Time Injuries (LTI) – Injuries requiring time off work;
- Workers Compensation – Serious injuries that require medical expenses and extended time off work.

Our goal is twofold: we want to prevent our staff from being injured and we want to reduce the amount of insurance premiums we pay for workers compensation.

In 2023 we saw a continuation of a long-term trend of improvement on all of these measures, reducing the number of people who are getting hurt on the job and the number of people who are on workers

“

The energy and effort our staff have invested into safety management this year – and our focus on wellbeing – are paying dividends.

compensation. We're elated that our people are having safer experiences at work. The focus on safety is part of our overall commitment to employee wellbeing and contributes to the excellent results we are seeing in this area.

The energy and effort our staff have invested into safety management this year – and our focus on wellbeing – are paying dividends.

- The reduction in injuries during 2023 have had a positive contribution in reducing our worker compensation insurance rate for 2024. Those savings can be redirected to building communities and delivering care for Chorus customers.

In addition, we are focusing on a more robust way of capturing staff and customer incidents within the same system. This allows us to measure themes and trends that inform preventative initiatives which help reduce illness and injury even further.



Money

In the financial year ending June 2023, Chorus has delivered a substantial improvement on the prior year, for a net surplus of \$671k in 2022-23. This reflects the benefits of our recent operating model transformation and organisation-wide effort to understand and focus on the drivers of financial sustainability.

The Locals are learning and modelling what it takes to be a healthy local business.

The commitment from the Locals and the Enabling team to be good money managers is putting Chorus in a good position for the new Support at Home funding model. Every not-for-profit has to figure out how to work more financially effectively. Chorus is in an excellent position to meet those challenges.

Why is this important?

It goes back to our purpose. The more efficient we are throughout the organisation in how we manage our money, the more freedom we have to spend quality time together, with customers and in our local communities.

“
Every not-for-profit has to figure out how to work more financially effectively. Chorus is in an excellent position to meet those challenges.”

Time with Customer

Time with Customer (TWC) is a key measure of both customer focus and productivity. TWC has a direct impact on our performance, as we only 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. We are pleased to see a steady increase in these numbers throughout 2022-23.



Strategy and Impact

The Chorus strategy is guided by our purpose, broadly encompassing:

- Enabling thriving, local communities;
- Unleashing community spirit by providing choice, connection, kindness, and kinship;
- Supporting customer needs later in life, when they live with disability or are on a mental health recovery journey;
- Enabling people to live the life they choose by keeping them connected to us and the local communities where they live.

To implement the strategy, Chorus relies on:

- More than 600 staff and volunteers with diverse skill sets;
- Technology infrastructure: phones, computers, IT systems;
- Funding contracts;
- Customers;
- Physical sites and equipment, including vehicles;
- Local teams to deliver service;
- Relational working;
- Enabling technologies for employee wellbeing and customer care;
- Simple and effective back-office systems and processes;
- Community partners.

The impact of a successful implementation results in:

- Everyone knows their neighbour;
- Everyone has someone they can reach out to;
- Nobody feels alone;
- Reduced isolation;
- Chorus staff and customers live happy, healthier lives;
- Increase in thriving people and thriving communities.

Our hope is that these early positive signs will translate into reliable performance, deepening capability and a strong culture of thriving internal and external communities. An important next step is to measure and demonstrate our positive impact on the lives of customers and their communities. There is ample evidence from around the world that communities are the fundamental unit of health. It is a long road, but our intent is to show through our actions, data and words that it is possible to meet individual needs, engage a workforce in meaningful work, and enable local communities to thrive – all while being a financially sustainable business.



Work on Wellbeing surveys

We're in the early stages of measuring wellbeing, but we're already grateful for what we're learning from our WoW surveys.

Two findings highlight what makes our people so special:

- Chorus has a remarkably high sense of meaning and that's present throughout the organisation. The way we are set up enables us to lean into the types of work we're most passionate about.
- People working in Locals are incredibly passionate about their work with customers.



“

Chorus has a remarkably high sense of meaning and that's present throughout the organisation.



Our key takeaways from the first WoW survey are:

Chorus people have a real sense of meaning:

- Positive meaning around work is high.
- Work meaning is considered by staff as 'a given' due to the nature of the work we do.
- Some of the highest scores for work wellbeing are around 'meaning' and 'effort'.
- Self-determination shows up as an asset.

Our ability to cope with change is positive:

- Change results are above average, which is positive given the level of change experienced with Chorus new operating model.
- Team connection, getting good at prioritisation, and the support available in the organisation are what help to 'get us through'.
- Flight risk of our staff is positive.

Increased confidence, curiosity, and the desire for more:

- WoW gives reassurance around what is working well.
- Teams are wanting to explore collective results further.
- There is increased confidence that Chorus is proactive around wellbeing.
- Curiosity and wonder exist about what results will be in future rounds of the survey:
 - "I wonder what might be possible from here".

Social Connection and Peer Support are strong:

- A real sense of team exists in the Locals:
 - "Our team is awesome".
 - "We're...simply the best".
 - "As a team, we're adorable".
- There is a desire for more social connection within teams.
- Support for, and from, others is consistently identified as contributing to wellbeing.
- Effective communication and psychological safety are important:
 - "We're all on the same page as a team".
 - "We can raise issues freely".
- Debriefing and peer support are important for teams and customers.

Managing Money

The 2022-23 financial year was one of consolidation for Chorus. We continued to refine and adapt our novel operating model, which from a financial perspective has started to deliver increased productivity and is poised to enable growth. These outcomes are enabled by:

- Small Local teams working closely and collaboratively to increase productivity;
- Partnerships with local communities, meaning we can share resources and costs;
- Optimisation of processes and systems to reduce enabling costs;
- Growth thanks to replicability of Locals and Social Enterprises.

The Directors are pleased to report that these consolidation efforts enabled Chorus to deliver a material improvement in profitability, and a net surplus of \$671k in 2022-3. This comprises:

- Revenue up 4 percent to \$43m;
- Operational improvement and productivity delivering a 10-percentage point improvement in Contribution Margin;
- Corporate costs steady with an overall reduction in FTE offset by investment in enabling technology.

Consolidation, optimisation and growth strategies are ongoing, but this sound progress positions Chorus well to face the industry changes and challenges ahead.

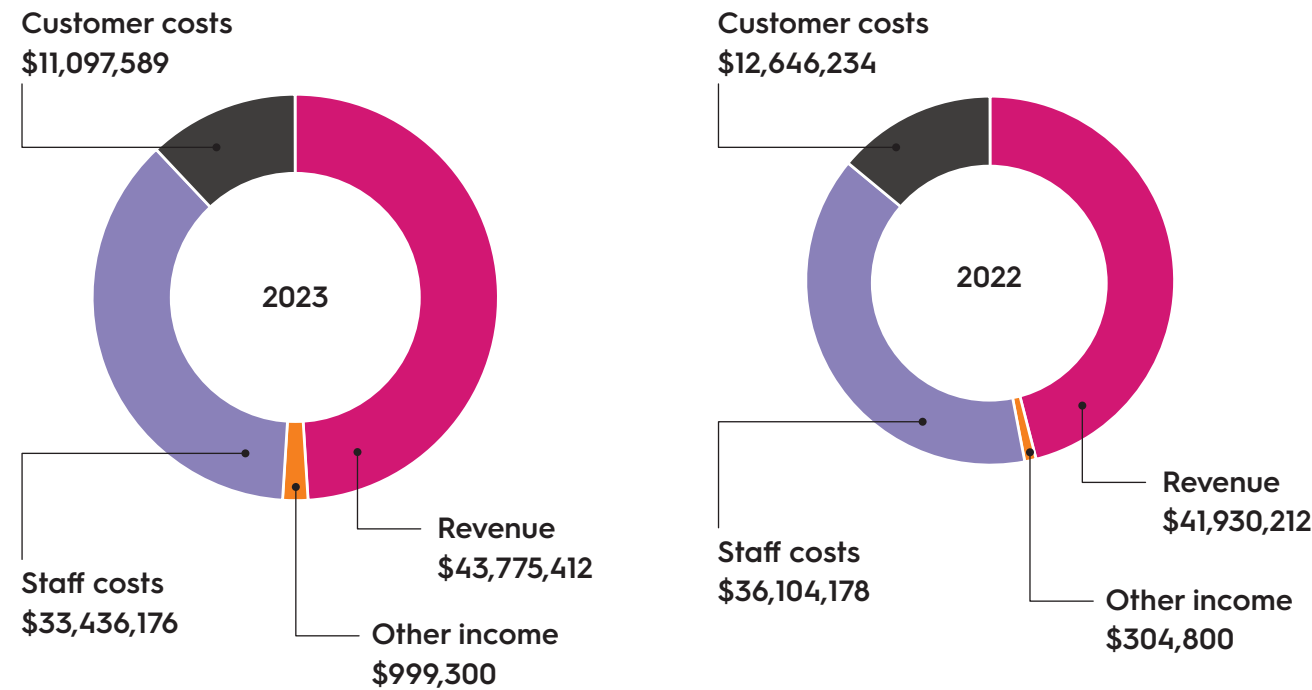
“

The 2022-23 financial year was one of consolidation for Chorus.

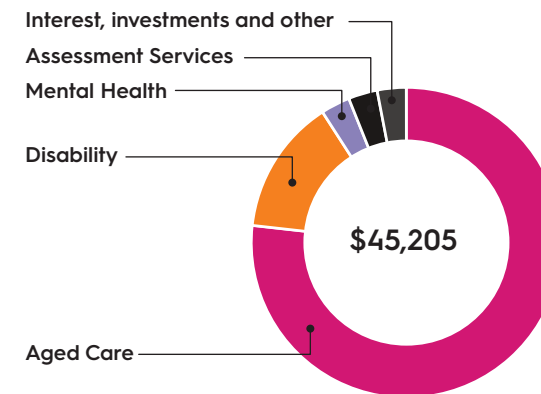


**Condensed Consolidated Statement
of profit or loss and other comprehensive income**

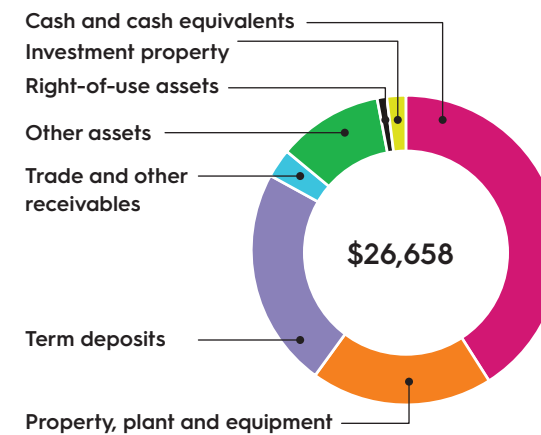
For the year ended 30 June 2023



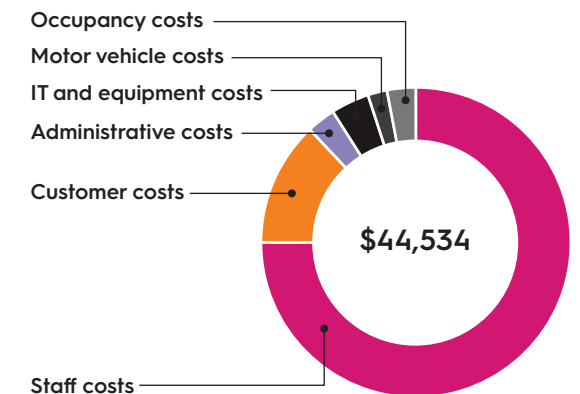
	2023 \$	2022 \$
Revenue from contracts with customers	\$43,775,412	\$41,930,212
Other income	\$999,300	\$304,800
Expenses		
Staff costs	\$33,436,176	\$36,104,178
Client costs	\$11,097,589	\$12,646,234
Total Expenses	\$44,533,765	\$48,750,412
Results from operating activities	\$240,947	(\$6,515,400)
Interest received	\$430,370	\$104,495
Total comprehensive income/(loss) for the year	\$671,317	(\$6,410,905)

What we earned

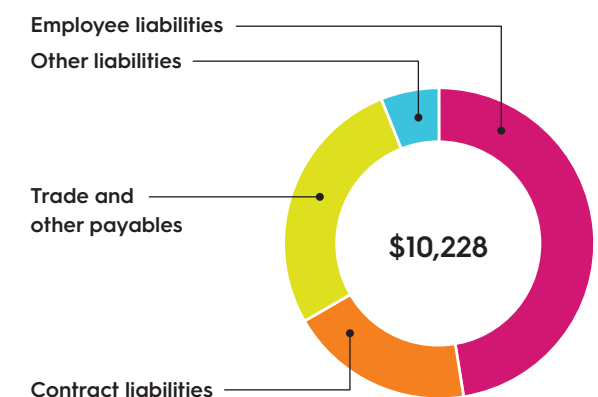
Aged Care	\$34,512
Disability	\$6,127
Mental Health	\$1,513
Assessment Services	\$1,542
Interest, investments and other	\$1,511
Total	\$45,205

What we own

Cash and cash equivalents	\$10,815
Property, plant and equipment	\$5,136
Term deposits	\$6,022
Trade and other receivables	\$851
Other assets	\$2,966
Right-of-use assets	\$271
Investment property	\$596
Total	\$26,658

What we spent

Staff costs	\$33,436
Customer costs	\$5,592
Administrative costs	\$1,415
IT and equipment costs	\$1,799
Motor vehicle costs	\$1,097
Occupancy costs	\$1,120
Other costs	\$75
Total	\$44,534

What we owe

Employee liabilities	\$4,854
Contract liabilities	\$1,928
Trade and other payables	\$2,801
Other liabilities	\$645
Total	\$10,228

Thank you to supporters

Changing an industry model is never easy. When it's an industry that's heavily regulated, both in funding and operational requirements, it's even harder. If there's one thing we've learned from our staff, it's this:

The work we do is meaningful.

As the population ages and greater recognition for disability and mental health services become widespread, our work is more important than ever. We will continue to look for new and better ways to connect communities, provide care, and enable people to live the life they choose.

We're grateful for the progress we've made so far. We have more we want to do. It would be impossible to achieve anything without the help and support of generous people, organisations, governments, community partners, and the local communities who help us realise our purpose and do the work we love.

Thank you for being part of our Fresh Approach to care. We look forward to the year ahead and would love for you to be by our side.











If we all work together
the possibilities are endless.

Contact Us

t. 1800 264 268

e. hello@chorus.org.au

-  facebook.com/chorusaus
-  instagram.com/chorusaus
-  twitter.com/chorusaus
-  linkedin.com/company/chorusinoz
-  chorus.org.au/chorus-voices
-  youtube.com search 'Chorus a fresh approach'

chorus.org.au