



annual review 2024



Together, we are Chorus.
Together, we enable local communities to thrive.





2024

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Chair and CEO introduction



Since our genesis as a rare three-way merger, Chorus has been committed to doing things differently. During the 2023–24 financial year we continued that journey, consolidating our localised way of working, showing sound progress and laying a foundation for ongoing growth and innovation.

We believe in the power of thriving local communities. Local communities are where we live, volunteer and work. They are the wellspring of support for people in need. And they are the bedrock of a healthy and sustainable nation. This belief is at the core of everything we do.

Thriving local communities and the Chorus strategy

On a day-to-day basis, Chorus is in the business of providing home-based support for older people and those living with disability and mental ill health. The challenges facing these sectors are well-documented – financial pressure, workforce shortage, concerns over quality – and we remain vigilant in managing them.

At the same time, we continue to innovate and adapt our services, approaches, capabilities and frameworks such that “home care” becomes the foundation of our commitment to thriving local communities.

In mid-2024, the Chorus Board adopted a new strategic plan. Building on the changes we have consolidated in recent years, the road map sets out concrete steps to enhance our community-connecting work, grow and demonstrate local community outcomes, while maintaining quality and financial sustainability.



Thriving local communities and the Chorus **model**

Over the past three years, we have transformed Chorus from a traditional hierarchical and centralised organisation to a network of increasingly autonomous Locals, supported by an enabling core and supplemented by fledgling social enterprises.

Chorus Locals are small teams (usually of 10 to 20 people) operating in a highly localised area (sometimes smaller than a postcode). They have high levels of autonomy within clear frameworks, and are accountable for the whole experience of customers, employees and volunteers. Many Locals are building healthy local connections which unlock and connect resources, opportunities and partnerships; this connecting work is the essence that drives our goal of making a unique positive impact at a customer, neighbourhood and community level.

Sitting behind the Locals is Chorus “Enabling”. Formerly a traditional back/head office, the Enabling team is maturing into a provider of everything Locals need to succeed, while also ensuring Chorus remains compliant, sustainable and strategically focused. In some specialised areas – such as transport and meals – we also offer services through centralised business units.

Chorus **performance** in thriving local communities

Since 2020 we have monitored and managed performance across four “commitments”. We are committed to:

- Being a great place to work and volunteer
- Keeping ourselves and each other safe and well
- Making life easier for customers
- Being confident in managing money and data.

The move to a localised way of working has seen steady progress across most of these commitments. While there remains plenty of work to do, we have seen particular improvement in wellbeing, safety and financial performance. In the 2023-24 financial year, we delivered a strong financial surplus, versus a break-even performance in the previous year.

One of the central operational measures at Chorus is “time with customer”, or TWC. From a business perspective, TWC drives revenue, and TWC works as a classical productivity measure. More than that, TWC is what we are all about: time in the community, offering support to customers. All Chorus employees undertake some TWC in the course of their work.



Chorus **people** in thriving local communities

Local communities are, of course, little more than the sum total of the people and linkages within them. Chorus is deeply committed to people, and we invest money, time and effort in individual development, relationship effectiveness, personal and collective accountability, and building high levels of trust. This focus informs our operating model and our strategy, and it is starting to be visible in our performance.

We wish to express our gratitude to everyone who contributes to Chorus. The Chorus Board has been tireless in its commitment to our vision, pursuit of which is both challenging and rewarding. Many, many partners have played and continue to play their part. Above all, to the people living, working and volunteering in the Chorus community, we say: Thank You.

Dan Minchin
CEO



Dr Moira Watson
Chair



We believe in the power
of thriving local communities.



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.

Our vision

Creating thriving, connected communities where people truly feel they belong.



To Belong. The Chorus Manifesto.

At Chorus, we believe the key to a good life is belonging.

It's an empowering and hopeful feeling that helps people thrive.

But belonging has become uncommon. Somehow, even though we're more connected than ever through a range of devices, we're also facing an epidemic of loneliness, fragmented communities, and isolation for those who are most vulnerable.

Our health, aged care and disability systems – despite best intentions – have failed to enable people to live their best lives. We've ended up with individualised services delivered by an industry that competes instead of collaborates and treats care like a commodity. It's not working, because simply receiving services isn't all people need to lead a good life.

So we're planting the seeds of a new epidemic: an epidemic of belonging. We start by facilitating genuine connections between people, in their local communities. It's not about turning our backs on technology and modern life; in fact, we embrace these things as we go about our mission.

It's about doing things with people, not for people. Offering not just 'care' but fostering belonging too.

To do this we've developed a fresh, localised approach. While people have become separated from their local communities, they are still there – and are filled with abundant resources and good people with wide open arms.

We bring together teams of locals willing to walk alongside those in need, building real relationships based on trust and compassion, unlocking local resources and pursuing possibilities together. Sometimes our work is delivering much-needed services; other times it's initiating human contact and taking the time to let people know they belong.

This is the heart of what we do and strive to achieve at Chorus. It's not the usual, or easy, way of doing things, but we believe it's the way to bring us all back together and remind us that we all belong to something bigger than ourselves.

We think that's the key to living a good life.

Together, we are Chorus. Together, we enable local communities to thrive.

Meet the Board



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

Committee:
Governance & Strategy Committee

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 employees 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, employees, 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

Committee:
People & Services Committee
Governance & Strategy Committee

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 has enormous potential to contribute to the development of strong and thriving communities.

Barbara has been directly involved in 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

Committee:

Governance & Strategy Committee (Chair)

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 so 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

Committee:

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 over 20 years of experience gained from a broad range of roles in both Australia and UK, leading finance teams through strategic change, international expansion and corporate restructuring. He is experienced in financial services, technology, media, retail and production sectors and has over 20 years of experience as a company director.

Honours and current appointments include:

- Fellow of The Association of Chartered Certified Accountants
- Head of Finance for Australian Finance Group.

Meet the Board



Ian Brunette
Independent Director

Committee:
Audit Committee

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

Committee:
Audit Committee

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
- Chair of Mondo Doro Pty Ltd
- Director Future Food Systems Cooperative Research Centre.



Stuart Flynn
BA (Hons), M.Bus

Committee:
People & Services Committee

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, employees, 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

Committee:
People & Services Committee (Chair)

Appointed January 2023

“The establishment of the People and Services Committee this year, has demonstrated the Board’s significant and ongoing focus, on the development of an innovative approach to the services, support and connections to best meet the needs of our customers.”

As an expert in clinical governance, Debbie has a focus on excellence – in the way Chorus provides services, interacts with customers, and supports employees and volunteers. 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
- Director, Perth Clinic Pty Ltd.

Board committees

Following a review, the Chorus Board redesigned its committee structure at the start of the 2023-24 financial year. The new structure better reflects the needs and strategy of the organisation, and – supplementing core governance obligations of compliance and fiduciary oversight – enhances the focus on people, strategy and impact. While our committees do not have delegated authority, they provide a valuable forum for deeper exploration, guidance and collaboration between Non-executive Directors and the Chorus leadership team.



Ray Glickman (Chair)
Dr Moira Watson
Barbara Powell

This Committee provides the insight and approaches to ensure Chorus has effective governance frameworks, codes and charters; Non-executive Director capabilities and Board composition and practices; organisational strategy and strategic plans; and executive leadership capabilities, performance and remuneration.

Debbie Karasinski (Chair)
Stuart Flynn
Barbara Powell

This Committee provides the insight and approaches to ensure Chorus has effective frameworks to manage and develop people and culture; safety and wellbeing; customer experience and quality; and quality, safety and people standards compliance.

Craig Adam (Chair)
Tony Cull
Ian Brunette

This Committee provides the insight and approaches to ensure Chorus has effective capital management and planning; investment decision-making; financial management systems; financial performance control, monitoring, and analysis; accounting policies and procedures; and external audit practices and relationships.



People and safety

As the world of work becomes more complex, we believe we need to engage with the whole human system to nurture:

- individual and shared accountability;
- growth and development for all;
- a focus on productivity and wellbeing;
- the smart use of emerging technologies.

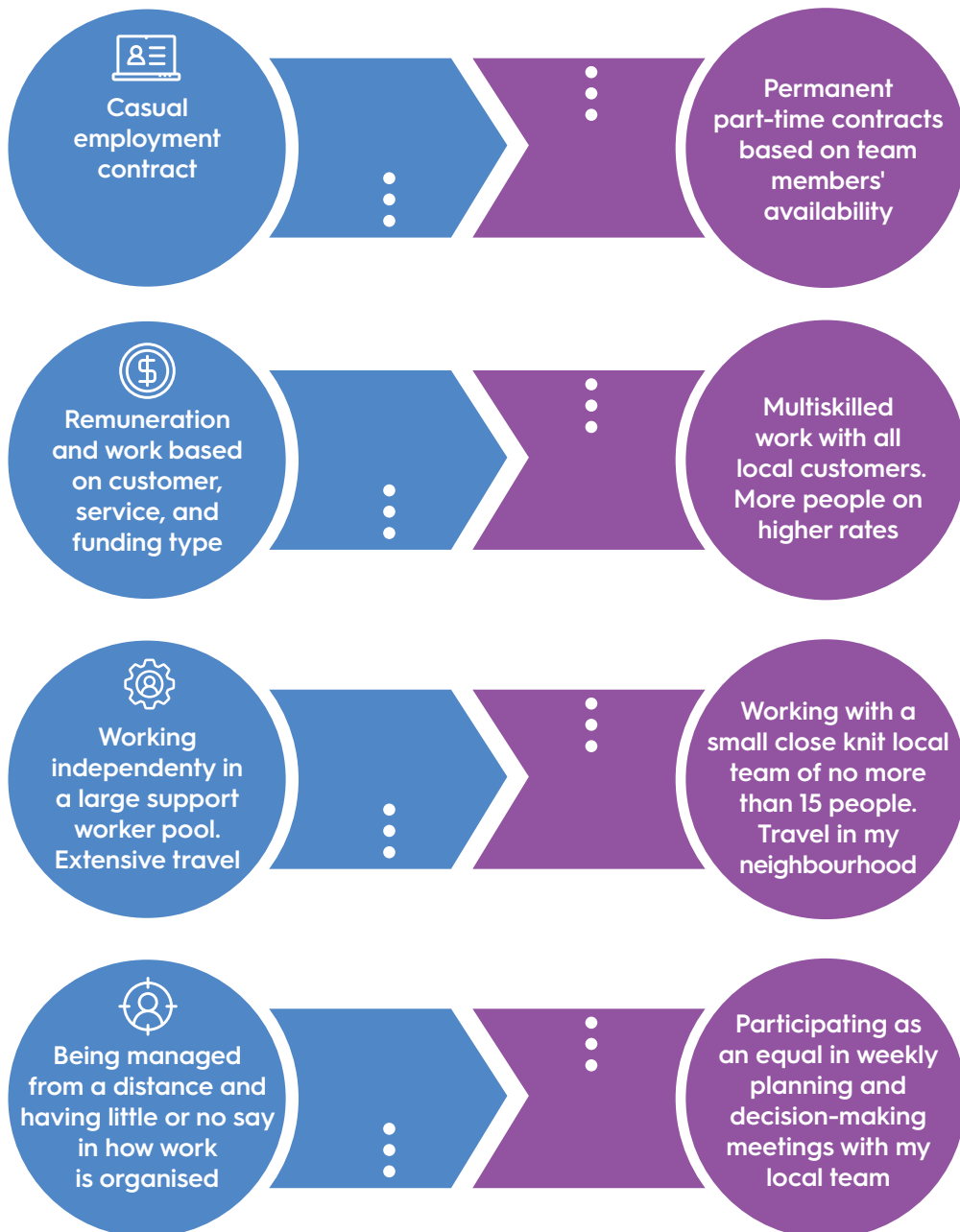
Chorus is maturing a people and culture strategy that embeds each of these design principles.

Reshaping the experience of work

Chorus offers a value proposition to the workforce which is quite different to most care providers. We have redesigned people's jobs, how teams work together, and how people are remunerated, to align with our relational operating model and culture. This aligns with structural transformation undertaken over recent years.

PRE-TRANSFORMATION

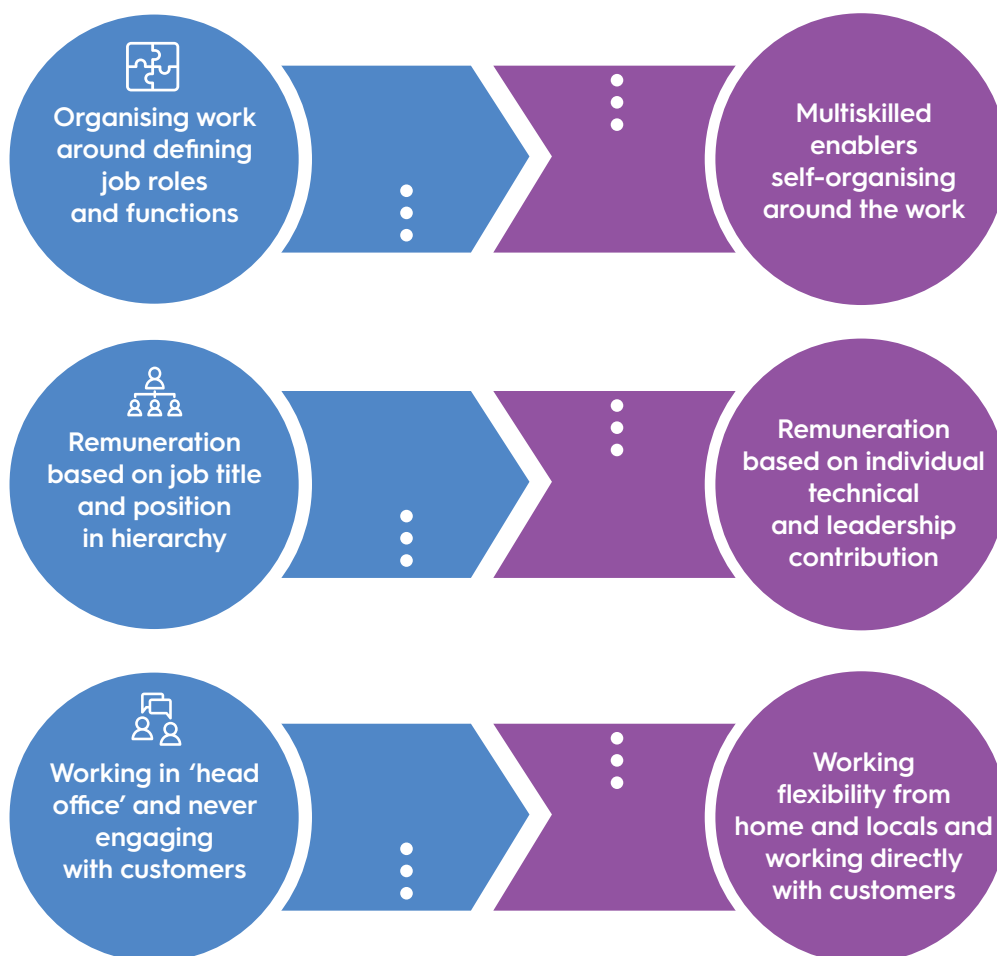
POST-TRANSFORMATION



Our back office – now called the Enabling Team – has also been a self-organising community, with work structured around our strategic priorities and the core focus of enabling Locals to thrive. We have enhanced accountability for culture and outcomes by replacing traditional hierarchy and silos with transparent reporting, collaborative practices and clear agreements between individuals, groups and teams.

PRE-TRANSFORMATION

POST-TRANSFORMATION



Chorus employees overwhelmingly appreciate the new model, even through challenging periods and sometimes difficult changes. The people who have transitioned through this period or who have joined Chorus more recently often can't imagine returning to a more traditional organisational model. This is evidenced by the significant reduction in turnover during the past three years and our ability to attract high-quality candidates for key roles.



A consistent focus on productivity and wellbeing

To effectively promote community thriving, Chorus Locals – and the people who work in them – also need to thrive. Thriving means we are both productive and well. Chorus continually measures both productivity and wellbeing to ensure Locals have the skills, tools and data they need to sustain performance in both domains.



Productivity

Like any other organisation, Chorus needs to measure and deliver productivity to make sure we're being as efficient and effective as possible.

Once a fortnight, Chorus generates a “dashboard” for each Local, which analyses the data. The dashboard provides key performance and wellbeing data on:

- Time With Customer (TWC);
- customer complaints and compliments;
- hazards and incidents;
- employee work wellbeing.

Locals are able to drill into their data and identify issues and opportunities. The dashboard empowers the Locals to understand their business, how the Local works, and what contributes to their performance.

TWC is the amount of time Local team members spend providing services with customers, compared to all the hours employees are paid to work. The difference between those two numbers tells us how much time team members are spending on administration and other tasks. Locals have a TWC target of around 75 per cent.



One Local that has had particular success using the dashboard data to improve services is Victoria Park.

“Our Time With Customer back in January 2024 was 55.9 per cent and by June 2024 it was 78.3 per cent. As a team, our goal is to safely provide high-quality care to as many customers as possible, to help grow positive community connections and be financially healthy. Improving our dashboard data also required a cultural shift in the team, with everyone becoming part of the target setting and having shared accountability for achieving them. It motivates us to keep striving to improve and helps us have a buffer for when situations arise, which they inevitably will do.” Joshua Grafton, Victoria Park Local Lead said.

Improvements were made by analysing the data, seeing opportunities to change the way gardening services were scheduled and delivered and, in consultation with customers, making those changes.

Wellbeing

We believe employee wellbeing is a key foundation for enabling communities to thrive, and in 2023-24 grew our investment in a holistic approach to fostering employee wellbeing. Empirical research confirms a strong link between employee wellbeing and engagement, leading to productivity at work, better business outcomes, and profitability.

Our wellbeing focus is starting to show results, including:

- 100% of Locals participate in our six-monthly wellbeing surveys.
- An overall wellbeing at work score that has increased to 72%, putting us in the top 40% of sampled organisations.
- The flight risk is below industry average, at 26%.
- Employee turnover of just over 20%, compared to an industry average of over 35%.
- 87% of employees say they find meaning in their work and say their work makes a positive contribution and benefits others.
- A high self-determination score of 76%, meaning employees feel they have autonomy in their work, feel competent in doing their jobs and have good workplace relationships.



Wellbeing is such an important part of daily life, and if you are not supported and encouraged, work can be a drain on your mental health.

Deb

Bunbury Local wellbeing

One team that focuses regularly on wellbeing activities and building awareness of how they can create a safe and caring environment is the Bunbury Local, which won our Chorus Wellbeing Champions award.

Members of Local teams often work in isolation, so focusing on wellbeing as a team has many benefits and can often require some creative ways to stay connected. The Bunbury team regularly recognises and celebrates their achievements and promotes diversity and inclusion amongst the team, creating a culture of mutual respect and support.

Bunbury Local Lead Katie Moyle came to Chorus from the fitness industry and actively promotes self-development.

"I have a really huge focus on looking after myself and that certainly carries over into my team," Katie said. "I'm always trying to bring new things to them."

The Bunbury Local is evidence of 'The Ripple Effect' of wellbeing in action. Research by Fowler and Christakis (2009) indicates a happiness contagion in social networks where an improvement in the wellbeing of one individual by 25% can increase a close contact's wellbeing by 15%.

This is what some members of the Bunbury team had to say in their feedback.

"Our team is great. It feels like a safe, caring and supportive environment. It feels like we can be open and honest, without judgement, and get supportive feedback from each other. Any problems or questions are dealt with in a positive and understanding way, so I never feel there is anything I can't talk about or ask for help with."

Gemma Evans

"Wellbeing is such an important part of daily life, and if you are not supported and encouraged, work can be a drain on your mental health. This is why Chorus Bunbury is such a great team to work with. Being part of a company who goes the extra mile for their customers and their team members is what Chorus Bunbury is all about!"

Deb Fontana



Injury and workers compensation

Keeping ourselves and each other safe and well is one of the four core commitments for Chorus. "Is it safe?" is also one of the five key themes of the Chorus standards, against which all work is designed, planned and delivered.

By taking a relationship-centred approach to managing safety, health, and wellbeing, we're able to create a culture that prioritises wellbeing.

We also measure injury reduction as one outcome of our wellbeing focus.

As a result of the measures taken, the total number of people who sustained a lost-time or restricted-work injury at work halved (from 16 to 8) from FY2023 to FY2024, and the number of days of restricted work (time or duties) reduced significantly from 1,424 to 242. The number of days of work lost increased slightly from 88 to 92, but 62 of those days were from a single injury.

This has been recognised by the \$400,000 workers compensation premium reduction that we achieved at our last insurance review.

More initiatives are being rolled out in 2025 to further improve the levels of team member safety, health and wellbeing. These include wellbeing rituals and routines, local safety Health Checks during services in the community (where 90% of injuries occur) and adding an easy access guide to our Playbook outlining guidance, activities and tasks that can promote and improve Chorus people's sense of psychological safety.



50% less
lost-time or
restricted-work
injury at work



1182 days
reduction in
restricted-work
(time or duties)



\$400K
reduction
on workers
compensation
premium

Our results

As a result of sustained energy and commitment, and our many cultural change initiatives to support our Fresh Approach, both Chorus as an organisation and Chorus people are beginning to show some healthy signs of thriving:



Productivity

Overall, productivity has **increased by approximately 10%**, which leaves us confident about the future and our readiness for further planned changes to how adult social care is funded.



Retention

In an industry with turnover rates in the 30%-35% range, Chorus is thrilled to have achieved a **turnover rate of below 25%**.



Wellbeing

Our Work on Wellbeing survey results continue to demonstrate **high levels of wellbeing** across the Chorus employee community, with **high scores in psychological safety and meaningful work experiences**.



Injury rates

Our Lost Time Injury rate has **reduced by approximately 30%** with a rolling injury rate of 5.6 against an industry average of 10.3.



unplanned absence

Our level of unplanned absence has **reduced by over 25%**. The WoW scores and local team disciplines around customer care leave us confident that these results do not mean people are working while unwell.

Embedding growth and development

Formal learning is well-supported across Chorus, demonstrated by the approximately 120 people (around a quarter of our workforce) who are completing qualifications in community services, mental health, or leadership.

Our culture of development goes deeper than formal qualifications, and this richness is exemplified through:

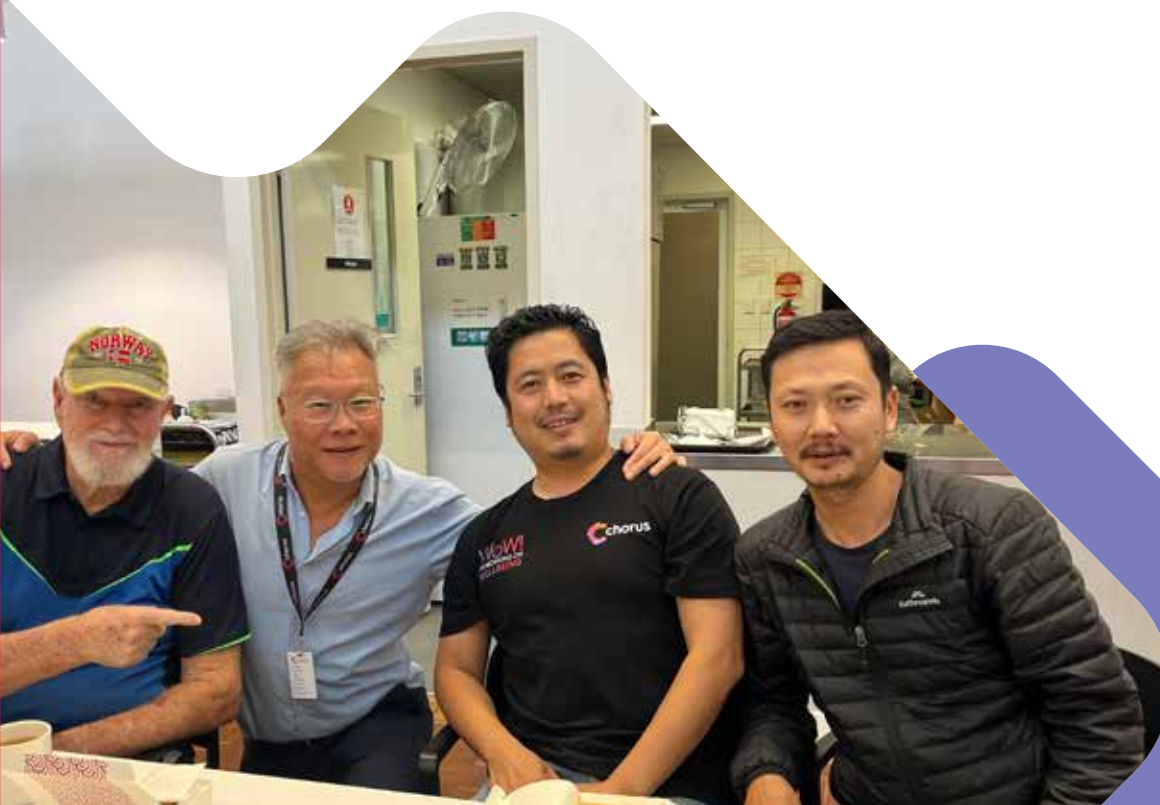
- employing a dedicated leadership coach within the Enabling Team;
- supporting Chorus employees to take part in the Befriend Possibility Fellowship program;
- participating in the Innovation Unit Design Academy program in 2024, applying contemporary design;
- developing and delivering a Health Check process (a peer review process akin to an “internal audit” but backed by a developmental philosophy);
- our Playbook Community of Practice, where team members across Chorus continually come together to create and share new knowledge and support collaborative decision-making, skill development and problem-solving.

Our goals are to ensure people don't just have the capabilities to successfully deliver the operational performance required today but that they are actively learning and evolving new capabilities that leave them feeling confident and capable in a dynamic and changing world and which align with our emerging role as community connectors.

The learning opportunities, courses and traineeships that exist in the care sector don't necessarily align with the Chorus goals and approach. We are therefore developing partnerships with like-minded registered training organisations to custom design learning programs that not only deliver nationally recognised qualifications but equip Chorus team members to operate effectively in our novel operating environment.

The program has been positively received, with roughly 120 participants currently enrolled. About 50 employees have previously completed a leadership traineeship.

This learning and development initiative has contributed to reduced turnover and improved organisational metrics. Most importantly, it's setting up Chorus for a future where we play a much wider role in our local communities.



Embracing emerging technology

Chorus is embracing emerging technologies across all aspects of our service delivery and business operations. Our HR and on-demand learning systems increasingly make information and learning available to team members on a self-service basis. In addition, the introduction of our digitally enabled holistic wellbeing solution has made a significant and positive difference to our wellbeing commitments. The solution is called "Sonder".

Sonder

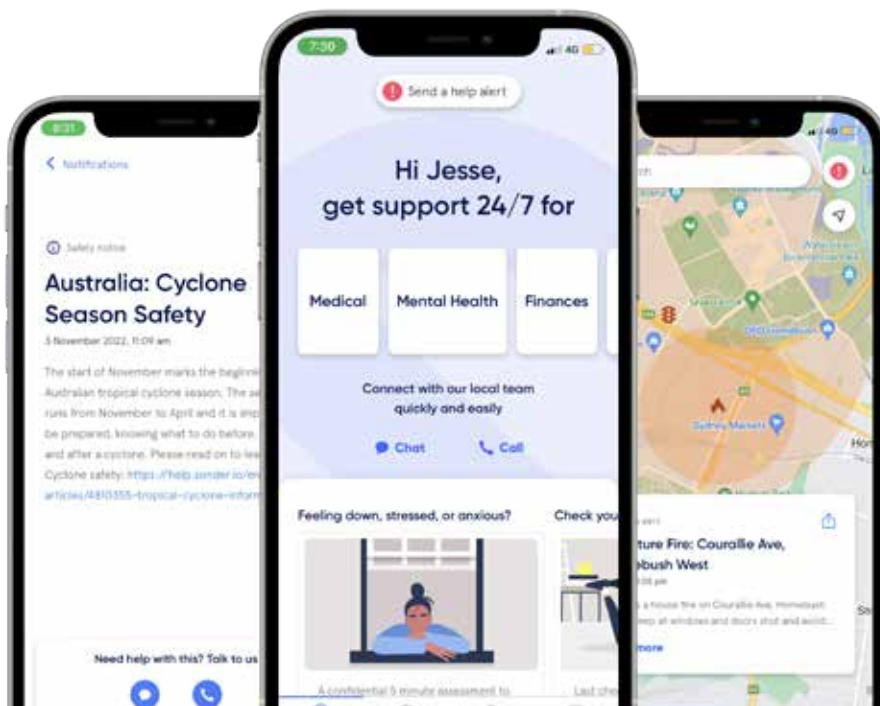
Sonder is a holistic wellbeing platform offering medical, safety and mental health support to Chorus employees and family members. Users can access the app any time of the day or night to speak to a real person either by phone or chat, to get the support they need.

With this digital care platform, employees are empowered to actively take control of their wellbeing so they can live well and perform at their best.

The Sonder platform allows people to get the wellbeing and safety support they need, when they need it.

Sonder:

- deploys smart alerts to inform of relevant risks and threats, so people can take proactive steps to avoid them;
- offers an immediate connection to a 24/7 team of care professionals;
- has easy access to professionally curated resources;
- provides friendly, expert support 24/7, with no wait times;
- gives face-to-face support in times of critical need.





Volunteering

At Chorus, we believe that a sustainable future for community-based care and support will rely on a more integrated and connected care ecosystem that connects people, needs, resources and assets.

Along with the rest of Australia, we have seen a steady decline in the number of volunteers at Chorus. This highlighted the need for us to develop a new strategy in 2024 which focused on reshaping our volunteering ecosystem to create a more streamlined and meaningful volunteering experience that is tailored to the changing needs of volunteers.

Thriving communities need more than traditional formal care models. We are working hard to develop opportunities within Chorus that meet these changing needs of volunteers and continue to foster thriving communities.

While formal volunteering is on the decline, “informal” volunteering – where people contribute but are not formally connected to an organisation – appears to remain strong, accounting for 70% of global volunteer activities. Investing in the human connections that foster engagement is crucial. These connections are what deliver the life-enhancing value of volunteering, creating a mutually beneficial relationship that positively impacts both the customer’s and the volunteer’s wellbeing.

We are continually inspired by the people who support members of our community within Chorus every day. One example of that is Michael Mollart who volunteers at Chorus Kitchen and has been doing meals delivery for the past 10 years.



Michael's story

I have much to be grateful for.

For the last ten years in retirement, it has been a great privilege to be delivering Meals on Wheels to many customers in the community we live in, along with a smile and a bit of encouragement, where needed.

I am blessed to be one of the many volunteers delivering meals to Chorus customers, serving in this way and giving back to the community, in love, after a full working life.

I believe customers look forward and enjoy the weekly contact with the drivers, and sometimes it's the only contact they have outside of their home. They share problems they are facing and a bit of understanding goes a long way. If they are in need of care, the drivers can report back to the office, and their family are contacted if care or help is needed. There are many customers, both couples and singles, readjusting in life as it evolves into the ageing process. Having meals delivered, instead of cooking their own meals, is found to be cost-effective, even sharing a meal and adding salad, etc., for many.

My purpose each day is to recognise that we are all one together, to love one another, serve one another and be the best I/we can be today and live life to the full, with our gifting, that life and experience has blessed us with. We all need each other.

It's such a great life to live fully with family and to see the grandchildren, growing in their gifting and future for the next generation. It is also good to be able to give back into the community where possible. We are one together, serving in love.

I have been and am blessed to serve in the community, as a meals delivery driver and gardener where needed.

Thank you.

I am blessed.

Michael Mollart
Chorus Kitchen Volunteer



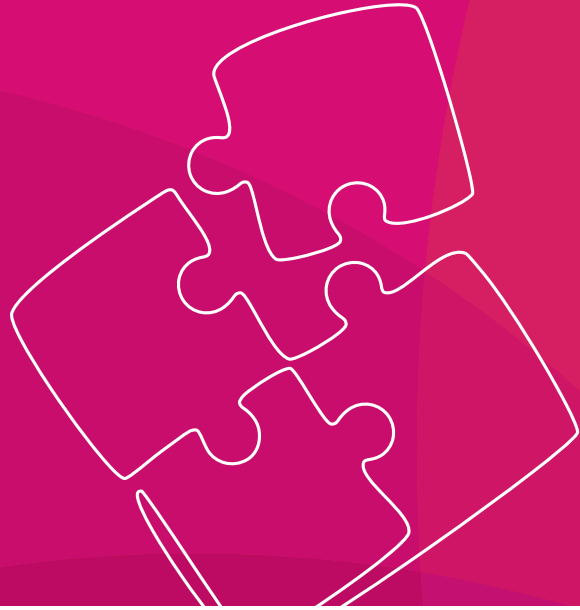


Customer and quality

Thanks to our Local structure, Chorus customers have access to a small team of support workers who know them well and can stay up to date with their changing needs and circumstances. This enables us to provide quality services and also to identify and support increased connections into communities.

This decentralised structure is ideal for flexible and people-oriented support, but it's important that we also have quality systems in place to ensure quality outcomes and standards compliance.

Accountability Framework



In a traditional, hierarchical organisation, it's a manager's responsibility to hold a team member to account for their performance and make sure they're fulfilling their responsibilities, getting good feedback and professional development opportunities.

At Chorus we are making great progress on evolving to a flat structure where people feel empowered to contribute as an equal member of the team, to bring all of their skills and capabilities to their work, and to enhance their relationships with each other and customers.

We have worked hard this year to mature our Accountability Framework which provides clarity for people around everything from the work we do at Chorus to the culture, skills, mindsets and behaviours that support that work.

Core elements of the Accountability Framework include:

Team agreements:

We have created an approach and template to guide teams through discussion around the culture they want to create together; the values they uphold; the logistics of how, when and where they meet and communicate with one another; how they would like to hold one another to account; and how they would like to deal with problems and conflict.

Making agreements is a crucial capability in developing a culture of shared accountability. It helps move the culture from one where I do what my "boss" tells me, to one where I do what I agreed to do. It's an equal and respectful relationship where each individual takes responsibility for making agreements, renegotiating if they need to change an agreement, and attending to the consequences when agreements get broken.



Role canvases:

Employees have also worked together to co-design a 'role canvas' for each of the roles that exist at Chorus (including Support Worker, Customer Partner, Local Lead, Enabling Partner, Enabling Lead, Commitment Lead and Strategic Coach). These role canvases outline the work of each role, as well as the skills, mindsets, behaviours and other details that help to create clarity about what is necessary for each role to thrive and be effective.

Performance dashboards:

In order to create a culture of shared accountability, we need clear data that each team can rely on to track quality, wellbeing and performance. Our refreshed dashboards are easily available to all team members, enabling clear and honest conversations.

Having meaningful discussions and agreements around accountability not only helps everyone thrive as individuals and teams but also helps us to recognise and celebrate our many successes.

In holding ourselves and each other to account in collectively agreed ways, Chorus people feel empowered. The advantages of this model are accountability, flexibility, and a more cohesive team.

The Accountability Framework provides clarity for people around everything from the work we do at Chorus to the culture, skills, mindsets and behaviours that support that work.



Playbook and Community of Practice

Chorus employees have worked collaboratively to create an online Playbook, which works as a guide on how to do things at Chorus and best support customers. The Playbook not only contains policies and procedures, but is evolving and is intended to become the one stop for everything employees need to know and do – from how to support a team member to work safely to how to provide specific services to how to do a budget within your Local.

In addition, we have established a Community of Practice for the Playbook. This Community meets regularly to test and refine the Playbook, ensuring everyone has a say, and promoting the Playbook in the organisation.

The Playbook has led to:

- collaborative alignment on Chorus positions;
- better decision-making across Chorus;
- a more consistent customer experience;
- reduced risk;
- improved the quality of our services to customers.

Chorus employees have worked collaboratively to create an online Playbook, which works as a guide on how to do things at Chorus and best support customers.



Bull Creek Wellness Café

In a vibrant new partnership, the Department of Communities has joined forces with the WA Multicultural Lions Club and Chorus to launch the Wellness Café, a community initiative aimed at promoting healthy living and integration among seniors from culturally and linguistically diverse (CALD) backgrounds.

The Wellness Café was established to address the unique challenges faced by various multicultural groups in the region. With a mission to reduce social isolation and enhance racial integration, the café offers a welcoming space where seniors, caregivers, and retirees can come together to share experiences, learn, and grow.

“Creating the Wellness Café was about more than just providing a place to gather; it’s about fostering a sense of belonging and wellness among our seniors,” said Dr. Charanjit Singh (Ph.D.) from the WA Multicultural Lions Club. “We believe that by connecting these communities, we can empower individuals to overcome the challenges they face.”

Open to all senior members of the wider CALD community, the café offers a range of activities, from wellness workshops to social gatherings, designed to promote health and wellbeing. Participants leave not only with new connections but also with a renewed sense of independence and empowerment.

One participant shared their experience, stating, “I needed a challenge to modify my lifestyle.” This sentiment reflects the shared goal of the Wellness Café: to inspire seniors to take charge of their health while fostering supportive relationships within their community.

The collaborative effort of the Department of Communities, the WA Multicultural Lions Club and Chorus underscores a commitment to inclusivity and wellbeing, making the Wellness Café a crucial resource for older people looking to enrich their lives.

Social impact measure development

To align with our vision of empowering local communities, making a greater impact, and becoming a sustainable organization, it's essential to identify, comprehend, and sustain our impact within these communities.

To do that, we are trialling evidence-based practice and outcome measurement frameworks which use proven methods, regular feedback and progress tracking to make sure the support we provide leads to positive results.

By measuring our impact we can adjust and improve our services based on what's demonstrated to work best – ensuring customers benefit from high-quality, reliable care.

In our initial trial, we worked with customers and employees of Kalamunda Local to define the following key outcomes:

- increased social connection;
- improved quality of life (wellbeing);
- increased safety;
- increased information about what is available to them;
- decreased anxiety/stress for family in relation to the safety and wellbeing of the customer;
- improved mental health;
- improved physical health/activity.

By measuring our impact we can adjust and improve our services based on what's demonstrated to work best – ensuring customers benefit from high-quality, reliable care.



Effectiveness

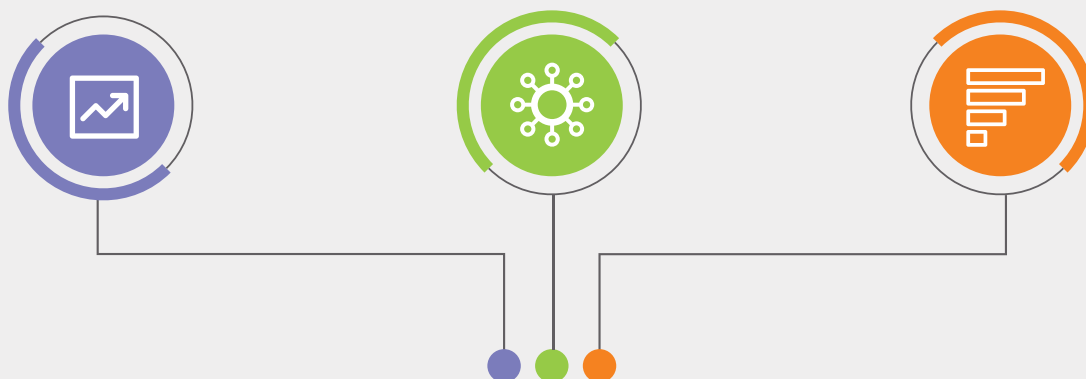
Evaluating impact helps assess whether the service is achieving its intended objectives and goals. It provides insight into whether the resources invested in the service are yielding the desired outcomes.

Accountability

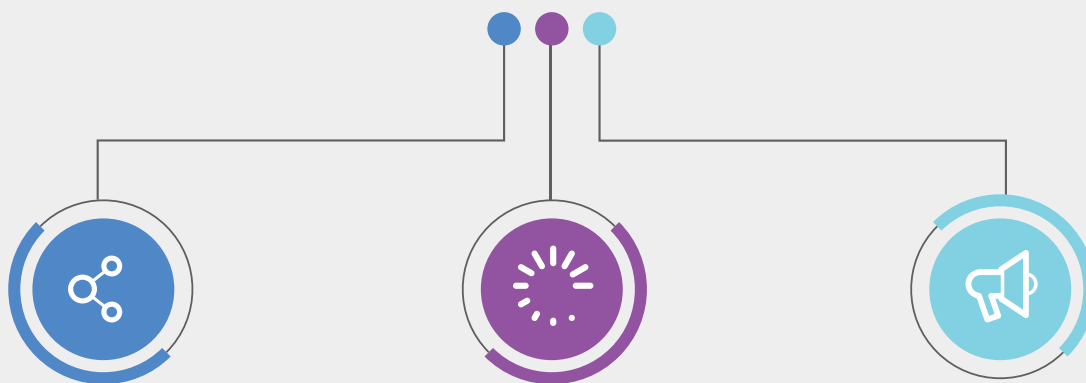
Community stakeholders, funders, and decision-makers often require evidence of impact to justify continued support and investment in the service. Demonstrating impact helps build trust and accountability with stakeholders.

Continuous improvement

Assessing impact allows for ongoing learning and improvement. By understanding what is working well and what could be enhanced, organisations can adapt and refine their services to better meet the needs of the community.



Benefits of measuring our impact in the community



Resource allocation

Limited resources necessitate prioritisation and allocation based on effectiveness. Assessing impact helps inform decisions about resource allocation, ensuring that resources are directed towards services with the greatest potential for positive change.

Community engagement

Understanding the impact of a service can foster community engagement and participation. It demonstrates that the organisation values community input and is committed to delivering services that make a difference in people's lives.

Advocacy and communication

Evidence of impact strengthens advocacy efforts and communication strategies. It provides compelling stories and data to convey the value of the service to external stakeholders, policymakers, and the wider community.



NDIS focus

In the 2023-24 financial year, Chorus made significant strides in enhancing its services and supports for NDIS customers, driving positive outcomes for both customers and employees.

Launch of the Chorus Disability Support Framework

This year marked the implementation of a new Disability Support Framework, which serves as a guiding structure to deliver consistent, high-quality support across all levels of care. This framework enhances our approach to service delivery by establishing clear, adaptable standards that allow for personalised care tailored to each customer's unique needs.

Expanding access and customer-centred practices

The new framework complements our ongoing efforts to broaden service access and elevate customer-centred practices. We have placed a renewed emphasis on involving customers in their support planning, promoting greater independence and satisfaction.

Commitment to continuous improvement

Through systems like Donesafe, we prioritised ongoing improvement in our service delivery, actively seeking feedback from customers and employees to identify areas for growth. These efforts have laid the groundwork for long-term quality assurance and innovation within the disability space.

Looking ahead

The changes we've implemented this year are only the beginning. With a clear commitment to accessibility, quality, and inclusion, we are well-positioned to continue expanding and enhancing our services in the disability sector, empowering customers and making a lasting impact in our communities.



Local music and pottery group

Our Peel North Local brings customers together for a day of music and pottery making every Wednesday. It's an inclusive space for everyone to enjoy some creative time, get their hands dirty and jam along with their community members.

The music group brings local musicians in to facilitate interactive music experiences with customers and provide an opportunity for dancing, singing, and playing a variety of instruments. Well-known for its numerous health and wellness benefits, music provides a way for Chorus customers to connect. Liz Lee from the Local Chorus team says, "it's fantastic to see so many happy faces".





Local Health Checks assess the quality of service provision across different themes and start risk mitigation actions.

Local Health Check

Monthly Local Health Checks help ensure Chorus is delivering high-quality and fit-for-purpose services and products to our customers and community, and that we are operating consistently with the national standards for the service areas we operate in (NDIS, Aged Care and Mental Health).

Local Health Checks assess the quality of services across different themes, promote improvement and trigger risk mitigation. They create a clearer sense of who is accountable for what in the Locals, reinforce collaborative leadership and accountability, and expand our capacity for shared learning.

The first round of Local Health Checks were carried out in May and June 2024, focused on the theme of safety. Employees attended a two-hour workshop introducing the new theme, where they could raise queries and experience a hands-on session with Chorus quality assurance system. These checks covered 12 subsections of the Chorus Standards, with 55 questions addressing topics such as training, hazardous substances, office ergonomics, fire safety, and thoroughfares.

Overall, 180 hazards were identified during the Local Health Checks across all locations. On average, nine actions were assigned per location, and these were subsequently closed out.

Mandurah school partnership

As part of National Volunteer Week in May, students from Mandurah Catholic College sat down with Chorus customers to help them learn how to use technology, like phones and iPads.

This wonderful, intergenerational learning experience was the brainchild of Chorus Customer Partner Linda Dollery, whose two sons go to the college.

Linda was aware that the students had to do volunteer work as part of their school year, and recognised that was a good opportunity for the college and Chorus to work together.

Seeing that the customers in the outings group she worked with at Chorus every Tuesday all said they struggled with technology, Linda set up a technology learning day.

Chorus helped customers get to the school by bus, where the students met them in the library and worked with them one-on-one to talk them through their tech issues—like setting up an email address, checking privacy settings, downloading apps, and navigating social media. The students even helped one customer pair her hearing aids to the wi-fi so she could use them to answer her phone.

Feedback from Chorus customers was that the students were polite, patient and respectful and the event was a great success. Feedback from the students suggests they got a lot out of the experience, too.

The event was such a success, we have developed it into an ongoing program that runs throughout the school year.



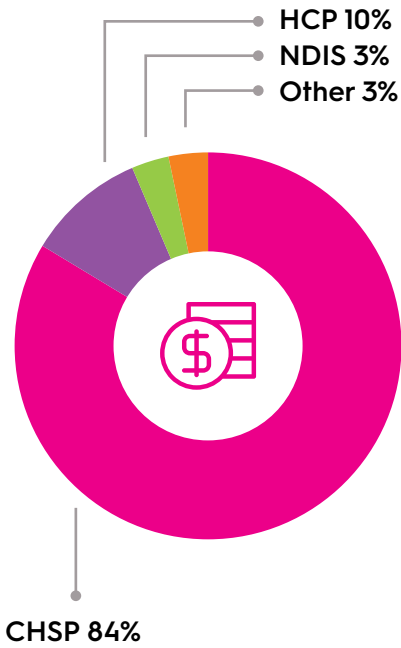
Anne Osbourne

I am grateful to the service provider, Chorus, which has made my life so much easier as I near my 86th year. It is thanks to the Chorus team that I now get level four government funding to ease difficulties I have around the home.

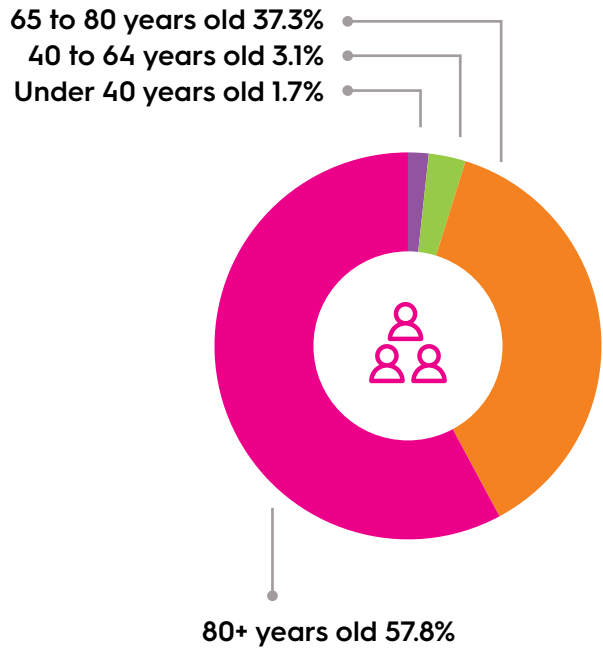
For years I have suffered with fluid retention, which meant my legs were like tree stumps and my feet like balloons. Now thanks to Chorus I have a beautiful recliner chair which elevates my legs higher than normal... now my legs are slim and my feet back to normal. It is amazing. The chair, pressure stockings and a therapist to massage my legs, all thanks to Chorus, have done the trick and I will be forever grateful.

A glance at the Chorus Community

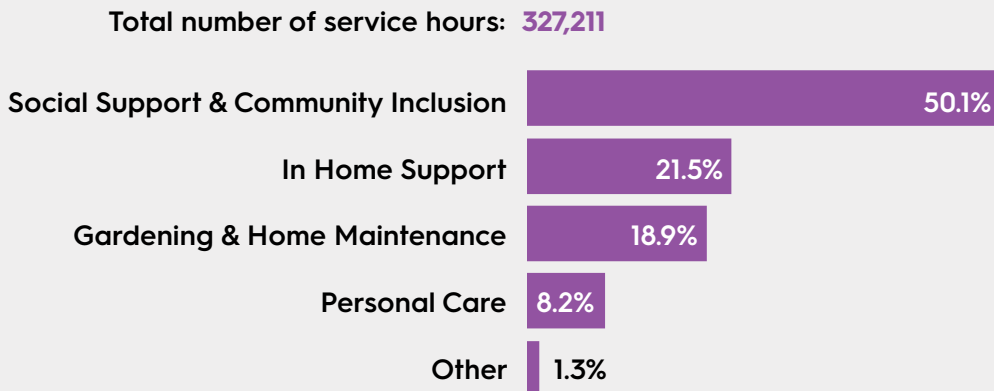
Customers by Funding



Customers by Ages



Total Services by Service Type





**Business improvement
and growth**

Albany & Great Southern expansion

WA Country Health Services (WACHS) was a previous provider of CHSP services in the Great Southern and when they decided to cease these services, they wanted an organisation that could continue providing their customers with the same level of quality care. Chorus has been part of the Albany community for over a decade, and saw this as a natural progression and expansion in the area.

As part of this expansion, we are now delivering domestic assistance, home maintenance, meals, personal care, individual social support and transport in Mount Barker and Demark, in addition to our Albany Local.

With over 100 new customers and several new team members joining the Chorus community, Melissa Elson, former Albany Local Lead and now Enabling Leader said, “it’s exciting to see our footprint grow in the Great Southern and move towards having a bigger impact in the communities down here.

“We held information sessions for the WACHS customers so they could understand and get to know us. It was important that the customers had a choice in what provider they had deliver their services and we were pleased that so many customers selected Chorus.”

“
It’s exciting to see our footprint grow in the Great Southern and move towards having a bigger impact in the communities down here.
Melissa Elson,
Enabling Leader





With the new transport system, the average taxi trip bookings increased from **1,500 to 2,350** per month

Improving customer transport

Over the past twelve months, we have completely reconfigured our transport system by evolving our taxi offerings. Chorus customers who are eligible for transport can book a taxi to get to and from appointments, social occasions and the shops.

In the past, booking a taxi using their funding required customers to call Chorus, during business hours and providing 3 days' notice, and team members made the taxi booking for them. With our new system, customers can now book their own taxis directly.

The new system provides a much more convenient experience for customers, frees up Chorus team members to do other tasks, and ensures as much Federal Government funding for transportation as possible is actually spent on transportation, rather than administration.

Customers can now book taxis 24 hours a day, on-demand.

The new system is already proving popular. Under the old system, Chorus booked an average of 1,500 taxi trips per month for customers. Under the new system, Chorus has enabled customers to take an average of 2,350 taxi trips per month.



Chorus Kitchen was delivering around 5,640 meals per month in July 2023. A year later, we were delivering 8,030 meals each month – which is a significant increase.

Chorus Kitchen

Chorus operates a commercial kitchen in Palmyra which produces thousands of meals each month for customers across southern metropolitan Perth, Albany and the Great Southern.

In the past year, demand for meals from Chorus Kitchen has grown considerably.

At the start of FY23–24 we were delivering around 2,300 CHSP-funded meals each month. By the end of June 2024 that amount had more than doubled, to 4,750 CHSP-funded meals.

Across all funding streams, Chorus Kitchen was delivering around 5,640 meals per month in July 2023. A year later, we were delivering 8,030 meals each month—which is a significant increase. That trajectory shows no sign of slowing.

The remarkable increase is attributable to an increase in referrals to the service from My Aged Care and by the NDIS.

The kitchen is operated by seven paid employees, supported by a roster of about 100 volunteers, including five in the kitchen and dozens delivering meals.

To cope with demand, Chorus has made changes to the way the kitchen operates and meals are delivered. Meals are now delivered frozen, instead of fresh. Customers also have more choice, with the variety on the menu increased to 21 meal options (meat-based and vegetarian), seven soups and 11 desserts. Deliveries are now made three days a week, by volunteer drivers.

Chorus is investigating options for relocating to a larger kitchen and creating a 'hub' in Kwinana to service the Rockingham area.

Meanwhile, volunteers remain vital to Chorus Kitchen being able to meet customer needs. Delivery drivers, in particular, serve an important second function in the form of customer welfare checks.



Enabling technology and transformation

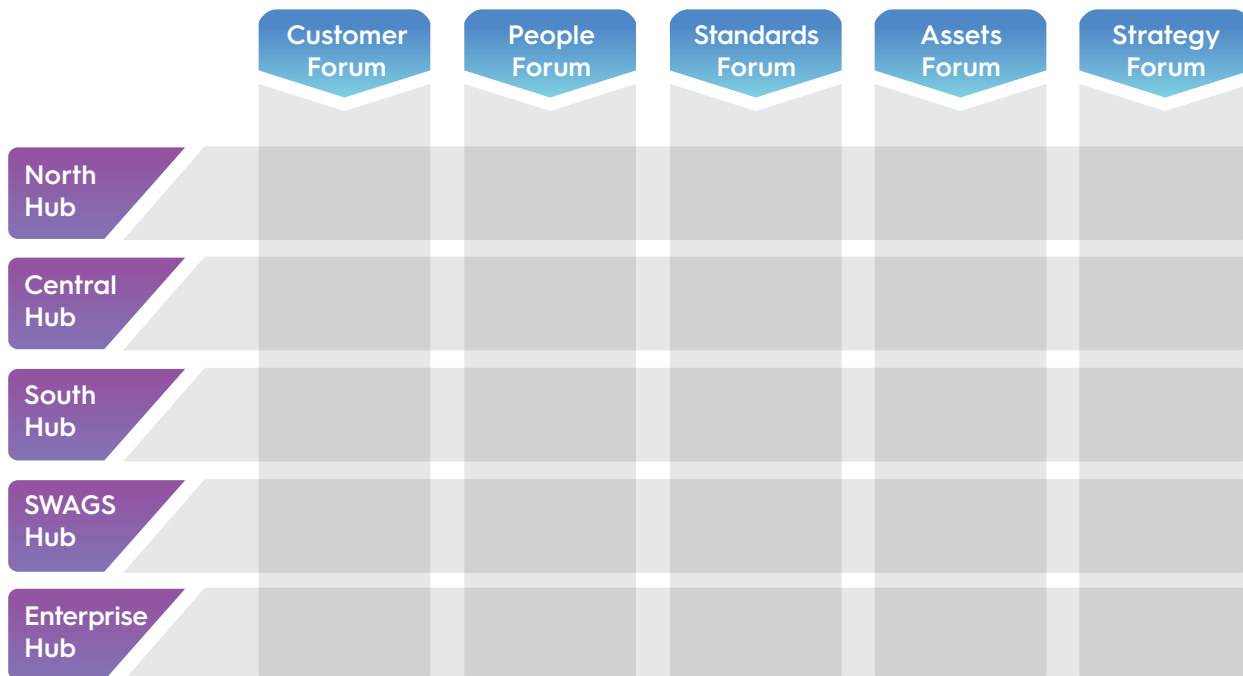
Our localised operating model demands a different kind of backup, and that's where the Enabling Team comes in. Chorus Enabling continued to evolve in 2023-24, clarifying our structure and investing in enabling technology.

Enabling Model: Forums, Squads and Swarms

Forums

Our Enabling Team is organised around five Forums, which are accountable for creating the frameworks within which Chorus operates. These Forums can be represented by a matrix, overlaying the Locals, which are clustered into regional peer groups called Hubs.

Each Forum is designed to represent the full range of perspectives, and includes Local Leads, Enabling Leaders and a Strategic Coach. The Forums also take accountability for the Enabling work, via an agile-like structure of work teams called Squads or Swarms.



Squads

Squads are responsible for undertaking the functional and business-as-usual Enabling work. Most Squads are a team of three to five Enabling Team members with a mix of the appropriate skills, specialist knowledge and leadership capacity. The Enabling Team comprises 35 people in 24 squads. Examples include: Wellbeing, Safe Practices, Customer Excellence, Insights and Reporting, and Support Me (ICT support).

Swarms

Swarms are temporary teams responsible for delivering projects with a specified outcome that sits outside of BAU work. In most cases, Swarms take on initiatives created under the strategic plan, but Forums can mobilise them rapidly for any purpose.



Customer onboarding experience

One example of a major strategic initiative commenced in 2023-24 is the project to radically overhaul our customer onboarding process. The Customer Onboarding Swarm is working with local technology company Insight to build a dynamic, web-based tool intended to make the job of joining Chorus as a customer as simple as possible for all concerned.

We recognised that the existing onboarding process could be improved and streamlined. Locals used various ways of onboarding customers – some used paper, some used online forms, some input the data straight into the computer system. Knowledge of funding varies across different customer partners and administration effort was high.

Inconsistent onboarding, funding complexity and disjointed information was leading to errors in the system, customer frustration, and inefficiencies.

The new process simplifies and standardises onboarding across all funding streams. The experience for both Chorus customers and Chorus team members is a guided digital process, with knowledge and help options embedded through each step.

Our intent is to roll out the new system during the 2024-25 financial year, reducing onboarding times and improving customer control and satisfaction.

Customers are able to complete the first step of onboarding independently or with help from a family member at a time that is convenient to them, giving them power over their own information and what they want to share with Chorus.

Our intent is to roll out the new system during the 2024-25 financial year, reducing onboarding times and improving customer control and satisfaction.



We are pleased to now have close to 1,000 customers using the app and over 100 family members using the app to help support or follow their loved one's care.

Customer app

The Chorus 'My Community' app has now been successfully rolled out to all Locals across Chorus. We are pleased to have close to 1,000 customers using the app and over 100 family members using the app to help support or follow their loved one's care.

Via the app, Chorus customers can view and access:

- **My Schedule** – See upcoming appointments, with the date, time and who will be coming and also request changes to scheduled appointments;
- **Make a Payment;**
- **What's Happening** – see what's happening in their Local Chorus and wider community;
- **Request a Service;**
- **My Chorus** – meet team members from their Chorus Local;
- **Contact Us;**
- **Provide Feedback;**
- **Puzzles** – stay entertained with mind-sharp crosswords, sudokus and trivia.

The app has led to easier administration and improved documentation within each Local. It has also led to a reduction in the number of calls customers need to make, as they can now view upcoming visits, request changes and make payments themselves via the app.

In the next evolution of the app, we are excited to be introducing meals and transport, which will provide customers with more flexibility to manage more of their services with Chorus.



Gosnells Local

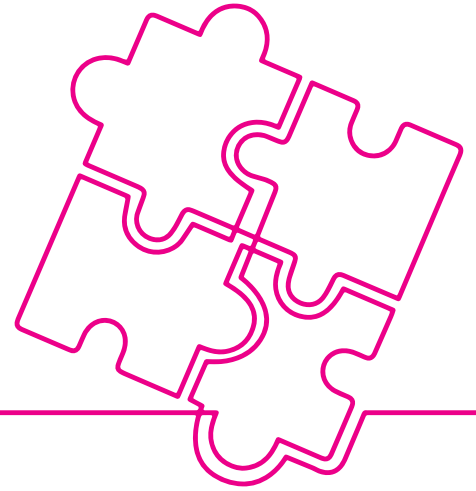
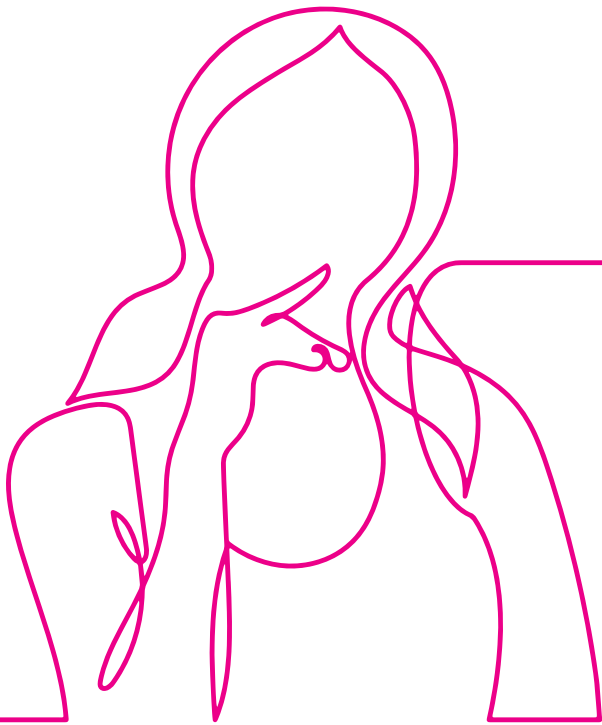
"The customer app has been amazing for the Gosnells Local. We would often receive multiple calls a day from customers wanting to check when their next service was, and now they can easily view that within the app. It's given them more control to manage their services and visibility of their schedule.

The app has provided customers with an extra level of reassurance on who is coming to do their service via the team member profiles and photos, also helping our customers feel less vulnerable if they are getting a new support worker.

With the reduction in calls from customers wanting to check on their next service details, it has freed up the time of our Customer Partners to do more valuable work with customers. Overall, the app has made the life of the Local much easier and given customers far more visibility and control." Suzanne Davies, Gosnells Local Lead.

The customer app has been amazing for the Gosnells local ... It's given them more control to manage their services and visibility of their schedule.

*Suzanne Davies,
Gosnells Local Lead*



Chorus Enabling continued to evolve in 2023-24, clarifying our structure and investing in enabling technology.



Chorus performance

After three years of significant organisational change, Chorus is now demonstrating steady performance across a balanced suite of metrics.

Highlights include:

- Employee wellbeing, satisfaction and turnover are now very strong (for example, employee turnover is less than 20% per annum versus industry rates of over 35%).
- Lost Time Injuries and workers compensation claims continue to fall.
- Local productivity has improved around 10 per cent relative to the prior year.

From a consolidated view this translates into healthy organisational performance and a strengthened balance sheet.

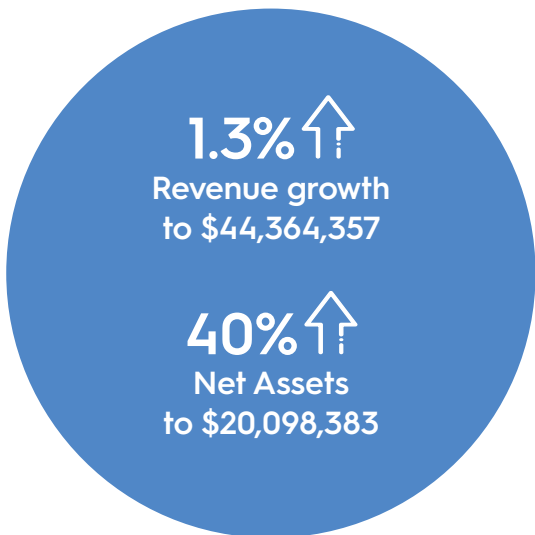


Outcomes for people: care work

Given the essential and valuable nature of the work, and the strong link between organisational culture and customer/community outcomes, Chorus has created a model that supports the wellbeing of people who work with us. Alongside the Local model itself, we continue to invest in an integrated and holistic approach to wellbeing, as well as career and leadership development. We believe this positions Chorus to create positive customer and community relationships, and to attract and retain good people.

Outcomes for people: customers

At Chorus, we aim to establish and maintain meaningful relationships with the people we support - "customers" - and deliver quality, value-for-money services. Given decade-old reforms aimed at creating a competitive and consumer-driven market for social care, this is essential from a business sustainability perspective. While mindful of these market forces, we always aim to stay focused on the underlying human value of the work we do. To date, we see good signs of our progress in this domain, and in the coming year will trial new quantitative metrics of customer experience and service quality.





Health of Chorus: financial and quality performance

In financial terms, Chorus continued its improvement trend from the prior year. For the year ended 30 June 2024, we delivered:

- revenue growth of 1.3%, to \$44.4m;
- net profit up to \$5.8m (compared to break even 2022-3)
- net assets up 40%, to \$20,098,383.

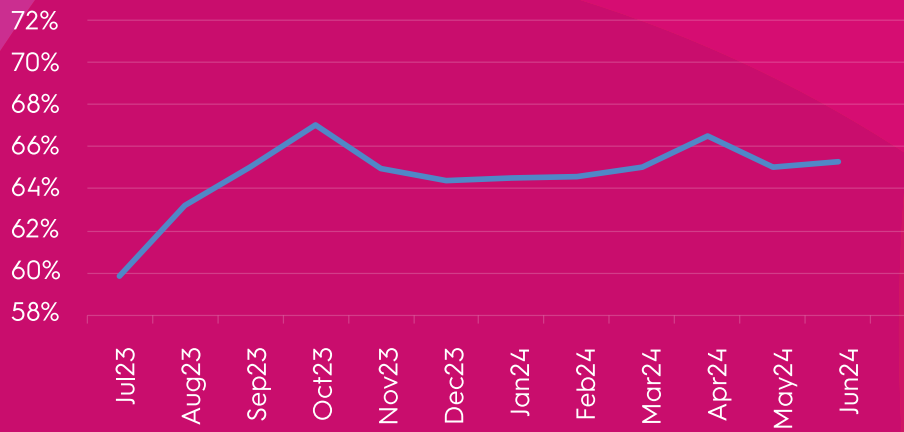
Chorus must comply with three different quality frameworks, aligned to our different funding sources and we were audited against two of them during 2023-24. Across the two frameworks there are 153 specific requirements relevant to our operations, and Chorus met 147. Our improvement work is ongoing, and we have subsequently addressed the noncompliant areas. As part of our culture of development, collaboration and continuous improvement, during 2023-24 we rolled out the new peer review “internal health check” process, which is now well-embedded in normal operations.

\$44.4m
revenue
growth

\$5.8m
net profit

\$20m+
net assets

Time With Customer (monthly)



TWC improvements

“Time with customer” (TWC) is a core measure at Chorus. Supporting customers is at the heart of our reason for being. TWC is also what we are paid for, so it is important from a financial sustainability perspective.

Overall TWC has improved substantially in recent years on the back of changes to our operating model and also evolving team culture and capability. In 2023-24, we achieved rapid improvement initially, before stabilising approximately 10 percentage points up for the remainder of the year. The main driver of improvement was the increase in TWC amongst Local Leads and Customer Partners (historically more “office” based jobs), and in our gardening and home maintenance services (a seven percentage point increase).

Achieving and maintaining this kind of performance improvement requires a consistent effort, including measurement, team changes, service model changes and increased personal accountability.

In 2023-24, this effort included:

- making data visible and available to staff, including conversations setting expectations on productivity targets;
- providing staff with the option to deliver other services, giving them more variety of work they are doing;
- transitioning from fuel to battery-operated equipment, significantly reducing the time required for maintenance;
- reviewing and redefining the gardening services in line with program guidelines;
- keeping the safety of our staff as a priority – the battery-operated equipment and redefined product made it easier to deliver the target hours with less physically demanding work;
- ongoing training and development, including in weekly Local meetings;
- providing guidance and advice by the Enabling Team, supporting Locals to develop and implement improvement plans.



Strategy and social impact

The localised team model was implemented so we can deliver on our purpose, enabling local communities to thrive. The Local is ideally placed to develop positive local relationships with customers, neighbours and partners. This means we have the presence, culture and capacity to potentially address isolation and facilitate stronger community bonds and connectedness. Research shows that, where communities are well-connected, its members have less need of reactive state-funded services, such as the health and justice systems. This underlying philosophy has guided us for a number of years, including in the transformation of our model. The measurement and demonstration of social impact is less mature and remains a focus going forward.

During 2023-24, the Chorus Board developed a new Strategic Plan, under which we intend to complete our next major transformation from service provider to community connector. While in-home services underpin our community role – and are at the core of our business model – the Board believes this presence can be the basis of much more. The Strategic Plan includes a road map for ongoing innovation of our model so we can demonstrate

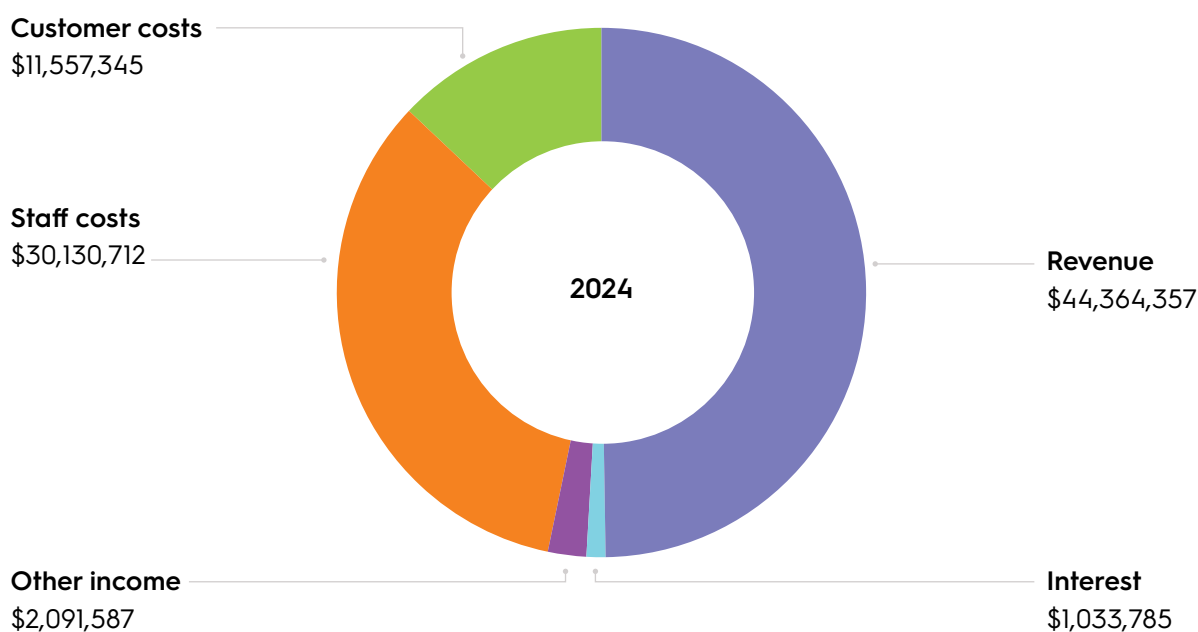
a positive impact on community connectedness. It also includes efforts to test ways of replicating the Local model, with a view to growing and sharing it over the longer term.

The Board recognises this is an ambitious strategy, especially when considered against the backdrop of ongoing reform in the disability and aged care sectors. As Governments grapple to balance quality, equity and cost of the system, the reforms to date tend to put more pressure on providers in terms of compliance, administrative burden and declining margins. Over the past five years, for example, our average hourly price has grown 15 per cent, while our average hourly wage cost has grown 30 per cent. Recognising these dynamics, we embrace the need to continue to innovate our approach and organisation.

These challenges are felt right across the nation, and Chorus continues to grapple with them while keeping a firm eye on the positive difference we aspire to make in the world. Our progress in 2023-24, while incremental, enables us to face this complexity with cautious optimism.

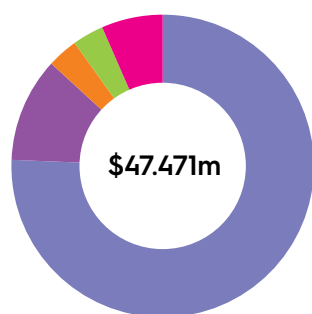
Condensed Consolidated Statement of profit or loss and other comprehensive income

For the year ended 30 June 2024



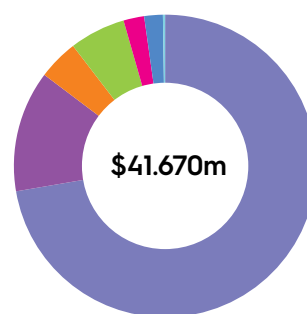
| | 2024 \$ | 2023 \$ |
|---|---------------------|---------------------|
| Revenue from contracts with customers | \$44,364,357 | \$43,775,412 |
| Other income | \$2,091,587 | \$999,300 |
| Expenses | | |
| Staff costs | \$30,130,712 | \$33,993,685 |
| Client costs | \$11,557,345 | \$11,137,781 |
| Total Expenses | \$41,688,057 | \$45,131,466 |
| Results from operating activities | \$4,767,887 | (\$356,754) |
| Interest received | \$1,033,785 | \$470,562 |
| Total comprehensive income/(loss) for the year | \$5,801,672 | \$113,808 |

What we earned



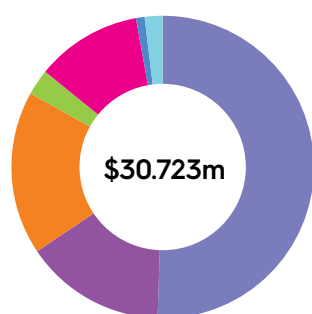
| | |
|---------------------------------|---------------------|
| ● Aged Care | \$35,907,902 |
| ● Disability | \$5,309,183 |
| ● Mental Health | \$1,558,687 |
| ● Assessment Services | \$1,587,972 |
| ● Interest, investments & other | \$3,107,481 |
| | \$47,471,225 |

What we spent



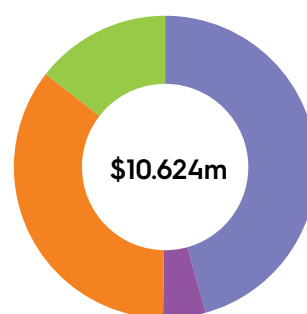
| | |
|------------------------|---------------------|
| ● Staff costs | \$30,130,712 |
| ● Customer costs | \$5,406,121 |
| ● Administrative costs | \$1,791,063 |
| ● IT & equipment costs | \$2,493,987 |
| ● Motor vehicle costs | \$920,851 |
| ● Occupancy costs | \$828,413 |
| ● Other costs | \$98,406 |
| | \$41,669,553 |

What we own



| | |
|-------------------------------|---------------------|
| ● Cash and cash equivalents | \$15,527,997 |
| ● Property, plant & equipment | \$4,624,387 |
| ● Term deposits | \$5,371,974 |
| ● Trade & other receivables | \$853,015 |
| ● Other assets | \$3,475,560 |
| ● Right-of-use assets | \$283,103 |
| ● Investment property | \$586,684 |
| | \$30,722,720 |

What we owe



| | |
|----------------------------|---------------------|
| ● Employee liabilities | \$4,853,658 |
| ● Contract liabilities | \$481,992 |
| ● Trade and other payables | \$3,751,226 |
| ● Other liabilities | \$1,537,461 |
| | \$10,624,337 |



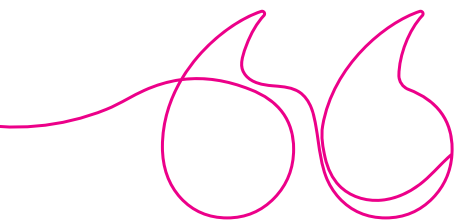
Thank you to Partners

Local communities are like ecosystems, and the world of Chorus is no different. During 2023-24 we were again blessed to enjoy the support, partnership and contribution of numerous partners. Some are big; others are small. Some are suppliers; others are buyers. Some are local, others are (inter)national.

All, however, are members of the community of Chorus.

Thank you.





We believe the key to a good life is belonging.











**If we all work together
the possibilities are endless.**



Contact Us

t. 1800 264 268
e. hello@chorus.org.au

-  facebook.com/chorusaus
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