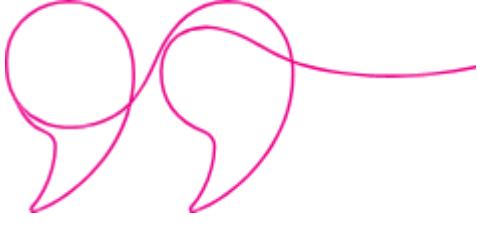
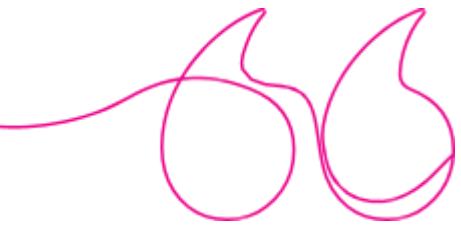




annual review 2025



Together, we are Chorus.

**Together, we enable local communities to
thrive.**



Contents

Chair & CEO report.....	2
Purpose, vision, values.....	6
Governance.....	8
Empowerment.....	13
Connection.....	21
Local.....	30
Community led.....	39
Chorus performance.....	46
Thank you to partners.....	48

Chair and CEO introduction

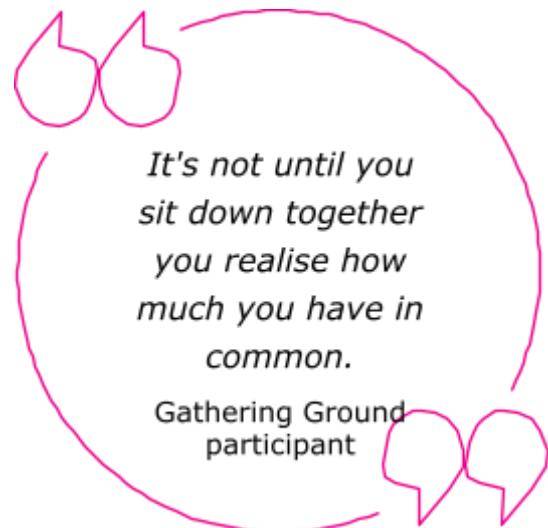
We are pleased to introduce our Annual Review 2024-5, which again showcases the critical role Chorus plays in the WA community.

Building connection, one local community at a time

In a world addicted to quick hits and rapid growth, Chorus is committed to creating time, space and practices which enable local communities to thrive. This is against a backdrop of ongoing reform in the service markets of aged care, disability support and mental health.

"... if an institution chooses to adopt a community- first approach, it is engaging in a courageous act by committing to work developmentally and relationally in a hyper-local manner, involving engagement beyond the walls of its institution within local communities¹" Cormac Russell

Creating time and space for community thriving requires steadfast investment, effort and judgement, along with a willingness to test approaches which are often countercultural. In the 2024-5 financial year, we continued to consolidate and evolve our



strategy and organisation. We are pleased to be able to report sound progress across most result areas, while acknowledging learnings in others. Above all, we can see our localised and relational way of working is having a positive influence in communities.

Our "Theory of Change": Local teams lead to community thriving

The Chorus way of working is built around the belief that small local teams can have a positive impact on local communities.

Over time, we are maturing our practices, capabilities and evidence across this theory. In 2024-5, our clearest, measurable outcomes were in the operating model and way of working (left hand side), while we started to engage more meaningfully in the local practices (middle). Demonstrating the ultimate link from our approach to local community thriving and reduced system cost pressure (right hand side) – which is evidenced in other parts of the world – is a key Board focus in the next 1-2 years.



1. "Exploring the Potential of Community-centred Public Services", via www.newlocal.org.uk



Chorus Locals and creating community connection

During the year, Locals continued to consolidate and evolve into small teams of people who know their neighbourhoods, build relationships with the people they support, and unlock connections.

This consolidation is most visible – and most potent – in our frontline workforce. Employee turnover trended down and by year end was consistently below 20%. Our regular surveys show most people feel positive about their work and their workplaces. We see this as early validation of our localised, relational model and culture.

We continue to develop data about the experience of customers in working with Chorus Locals. In 2024-5, preliminary analysis shows customers rate us

4.5 out of 5 in both achievement of their care goals and satisfaction with the Chorus relationship. During 2024-5, we launched two customer-driven feedback mechanisms, the Quality Advisory Board (required by regulation) and the larger Chorus Community Voices group.

In the year ahead we will assess the extent to which we can increase connectedness experienced by customers, employees, volunteers and “neighbours” in local communities. In 2024-5 we laid foundations for “impact measurement”, engaging with local people in multiple ways, such as a series of community Gathering Ground conversations, and a panel of over 60 long-form interviews.

Chorus sustainability and health

During 2024-5, Chorus achieved a net surplus exceeding \$4 million on revenue of over \$45 million, ending the year with Net Assets of \$24.5 million.

Seventeen of our 20 Locals achieved their forecast financial contribution margins, which tells us that our model of local autonomy within clear frameworks is very much on the right track.

These numbers matter not because they represent success in themselves, but because they give us the stability to keep investing in what we believe makes the biggest difference: our people, our relationships with customers, and our ability to engage in local communities.

Safety remains a key focus. While we have stabilised injury rates, and seen a reduction in injury severity, our injury frequency is still higher than we want it to be. In response, we have brought in external support and dedicated additional specialist resources; keeping each other safe and well is non-negotiable.

In quality audits, across three separate standards, we had sound results, meeting almost all requirements. This reflects solid improvement effort in recent years. External reviews in 2024-5 found we have ongoing improvement requirements in some areas, particularly relating to customer documentation, and this remains a strong Board focus.

What's next

The Support at Home reforms and launch of the new Aged Care Act are expected to have a substantial impact during 2025-6 and beyond.

Aside from the substantial operational, compliance and administrative changes, the effect on customer choice and wider market dynamics remains to be seen. While the reforms bring challenges around individualised funding and payment structures, they also create opportunities for organisations that can demonstrate genuine partnership with customers and real community impact. We think our Local model positions us well for this future.

More broadly, the coming year is about growth – more customers, broader impact, deeper community connections. Our Local model has found its footing; now we need to show it can scale and adapt to new places and new challenges. We are exploring partnerships with organisations that share our vision and values and starting to consider how the Local approach might be encouraged to proliferate.

Recognising the challenges in the road ahead, we launched a new strategy focused on longer term financial sustainability during 2024-5: the creation of the Chorus Enterprise Hub. While committed to the broader Chorus purpose, and embedded in our wider culture, the Enterprise Hub has a mandate to find new ways to meet customer / community needs and unlock new revenue sources to supplement our core business model.

During the year ahead we will also invest substantially in our enabling capabilities – the systems, processes, and support that help our Locals succeed while staying true to their communities.

Gratitude

This work happens because of people who connect and care. We're grateful to our customers, their families and neighbourhoods, who trust us with their care and who teach us, constantly, about what matters most.

Our Local teams show up every day with skill and heart. Our Enabling colleagues create the conditions for that work to flourish. Our volunteers give their time out of a commitment to their local community.

We thank you for your immense efforts, your resilience in these times of organisational change, and your ongoing belief in the work of Chorus.

Our Board members guide and challenge the organisation in equal measure and continue to engage in governing Chorus, and for this we are grateful. Over the last year the Board led a comprehensive strategic planning process that is continually framing the work we do, now and into the future. This year Stuart Flynn, one of our Founding Directors, stepped down from the Board. We are deeply appreciative of his wise counsel, expert advice, and support of Chorus since 2016, and he will be missed.

Chorus exists to enable local communities to thrive. After years of learning how to do this work differently, we have the model, the people, and the financial foundation to do it at greater scale.

The challenges ahead – sector reform, workforce pressures, growing demand – are real. We approach them knowing that our commitment to local relationships and community connection gives us something solid to build on.

We believe the future of community care lies not in bigger, more centralised systems, but in smaller, more connected ones. That's what we're working toward, one relationship at a time, one Local at a time, one community at a time.

Dr Moira Watson

Chair, Board of Directors

Dan Minchin

Chief Executive Officer



“

Chorus exists to enable local communities to thrive.

Community connected care

More than a service.

Chorus connects, empowers, and supports people through local, community-driven care.

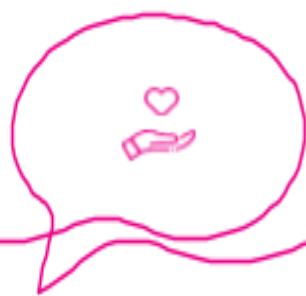
When communities are connected, care comes from all directions - from other providers and organisations, from neighbours, from local groups, and from others who receive care.

At Chorus, we're not just in the community - we're of it. Our teams live in the communities where they work, and we go beyond providing services - we build relationships, strengthen local networks, and help people connect with those around them.

Because when communities are better connected, fewer people are left behind.

We believe in the power of community to enrich every West Australian's life, and we've built our entire organisation around that belief.

Our purpose is to enable local communities to thrive



Local communities seek connection.

Our beneficiaries are local communities.

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

We provide services alongside the community, to empower people to

live well, build relationships, and stay active in the places they love.

Our vision

To create a world where aging, disability, and mental health challenges never lead to isolation - where care is driven by connection and powered by community.

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 the CEO of Pivot Support Services. She was previously an academic in the School of Business at Murdoch University and 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, as an executive director in government and Chair of Parkinson’s Australia and Diabetes WA and Diabetes Australia.

Honours and current appointments include:

- PhD in business management
- Graduate and Fellow of the Australian Institute of Company Directors
- Fellow of the Governance Institute of Australia
- Fellow of the Australian Institute of Management
- 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.



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.

Tony has significant international commercial experience, having held senior operational and finance roles with Tate & Lyle PLC, a UK multinational corporation as well as being a director of the Tate & Lyle Group subsidiaries and related companies. During the reporting period Tony served as a member of the Audit committee. Tony has over 25 years' experience as a director.

Current appointments include:

- Non-executive directorship at The Future Food Systems Co-operative Research Centre
- Non-executive directorship at Yamatji

Southern Regional Corporation
• Non-executive directorship at The

Australian Institute of Science and
Technology
• Chair of Mondo Doro Pty Ltd.

**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.

**Ben Hawthorn**

GAICD, B.Sc (Double Major), Post Graduate DipEd

**Kat Dunn**

LLB, B.Comm (Management)

Committee:
Audit Committee

Appointed January 2025

"The future of community services needs to change so that people can live their best lives. I'm deeply passionate about this, and I'm thrilled to be part of the Chorus journey, paving the way toward that future, from community services to community connector, unlocking local resources and building real relationships to create thriving communities."

Ben looks forward to contributing his expertise and experience in scaling impact, social entrepreneurship, digital innovation, impact investment & measurement, community development & partnerships, as Chorus navigates the journey from service provider to a community connector.

Ben was previously an Executive Manager at Ruah, a Non-Executive Board Director at Shelter WA and WA Blue Sky, and the CEO and Founder of the social enterprise, Suitsme, an app based mental health NDIS service. Ben brings diverse skills having worked internationally and locally across various industry sectors, including community services, health, education, engineering and renewable energy. He has a proven track record in delivering high quality results and successfully leading major organisational change strategies. Outside of working hours he's involved in creative pursuits such as co-producing a narrative podcast with ABC RN and publishing articles on social media platforms such as So Perth.

Current appointments include:

- Chief Commercial Officer, Humdrum

12

- Director, Rumina Maternity.

Committee:
People & Services Committee

Appointed January 2025

“During a cost-of-living crisis, Chorus chooses to invest more in communities and human connection. This demonstrates character and I am honoured to join its Board.”

Kat is eager to contribute to Chorus as it decentralises to empower local communities. Her 17 years' experience across sustainable development, capital markets, and philanthropy aligns with Chorus' vision. Kat began her career as a lawyer at Clayton Utz, Sydney, and later served on the Senior Leadership Team of ASX-listed Perpetual Limited.

More recently, she developed the impact framework for FTSE-listed Serco Group PLC. She is currently the co-founder of local medtech and AI start-up, Talk2View, a medical viewer you can talk to.

Kat is the former CEO of Grameen Australia, a replication of Grameen Bank, founded by Nobel Laureate Professor Muhammad Yunus, and in 2020, she founded impact advisory Aviatrix SDG to deliver systems change strategies for diverse clients. A board member of the think tank Food Frontier, Kat previously served on the boards of Grameen Australia, Women for Election, and MOOD Tea. In 2019, Kat delivered the TEDxYouth talk: “Making a living or making a difference – is it a choice?” – she believes the choice is illusory and encourages young people to forge a career that achieves both.

Honours and current appointments include:

- Co-Founder, Talk2View
- Chair, Governance, Risk & Finance Committee, Food Frontier
- Member, National Social Value Taskforce
- Admitted in the Supreme Court of NSW, 2008
- Admitted in the High Court of Australia, 2009.

Empowerment



Leading through change



Chair Moira Watson reflects on the Chorus journey

It started as a coffee meeting between industry colleagues. Nearly three hours later, the seeds of Chorus had been planted.

Chorus Chair Moira Watson recalls the April 2016 meeting when, as the Chair of Volunteer Task Force, she met with the then Chair of Community First, Andrea Hall, and joined for another coffee a month later by Barbara Powell, Chair of Care Options. What none knew at the time was all three organisations that formed Chorus had the same thing on their strategic plans: growth and consideration of merger.

"We wanted to create stronger WA-based organisations which would improve what we were already doing," Moira said. "We all wanted very much to improve the lives and the quality of life in the communities we served."

Within eight months, the three organisations merged into Chorus, the beginning of a new way of thinking about caring for people.

From integration to innovation

"That first part of the history was about bringing the three companies together as one," Moira said, "and that took some doing."

The early years focused on aligning cultures, creating unified systems, and harmonising employment. The original manifesto articulated a vision still guiding the organisation: building community at the heart of services.

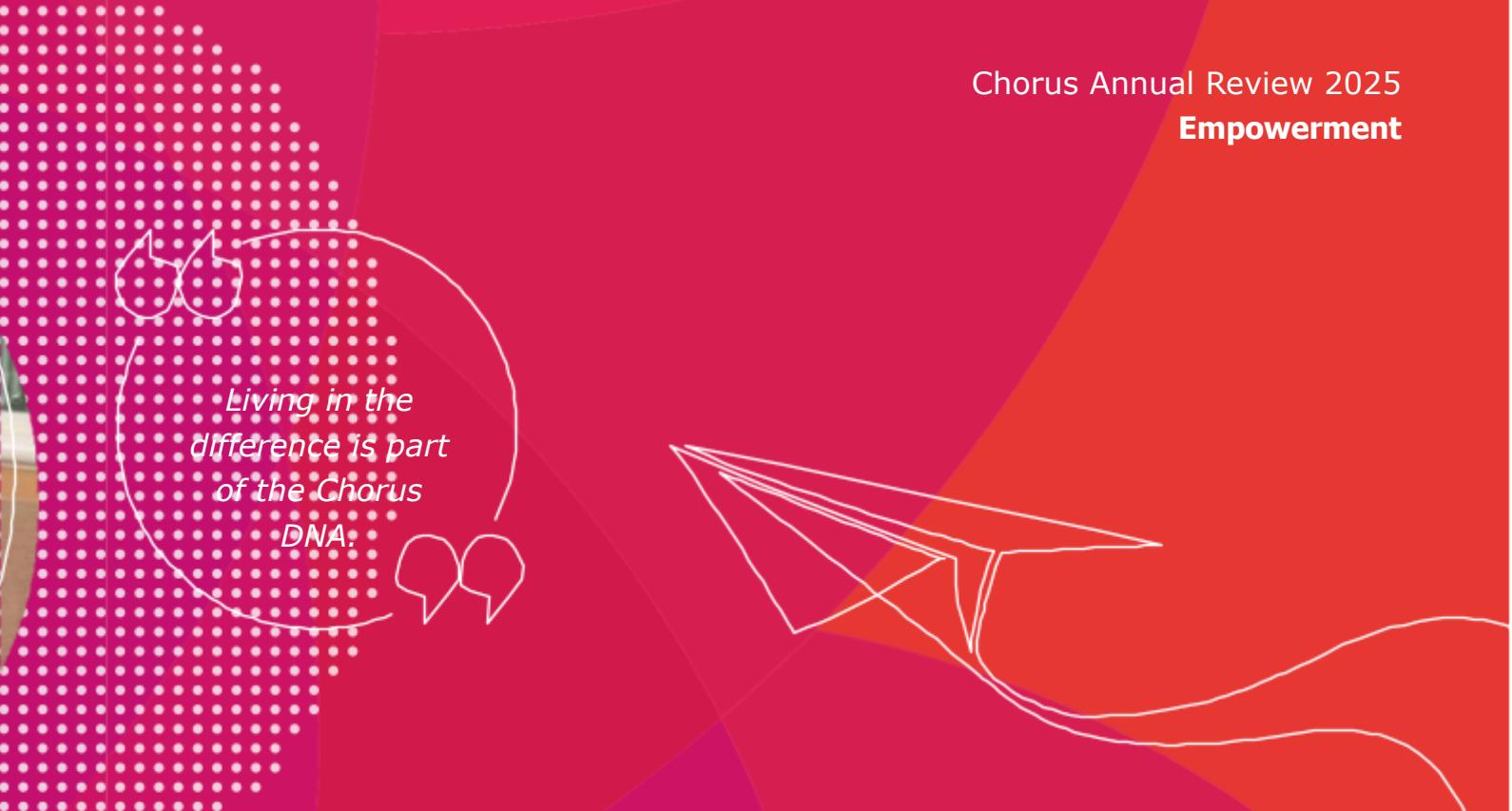
"When we look back at our original manifesto, it's amazing that we understood our vision so clearly from the very beginning," Moira said.

The next phase of the Chorus journey fundamentally reimagined service delivery to link employees to local teams and communities, while also improving financial sustainability. Chorus moved to 20 decentralised Local offices embedded in communities around Western Australia. The radical change flattened traditional hierarchies and pushed decision-making to frontline staff.

"It's a big shift from the welfare mentality of most caring organisations," Moira said. "It's no longer a senior leader telling a staff member what to do, but employees having

conversations about what's best for the

customer."



Living in the difference is part of the Chorus DNA.

Living in the difference

The transformation had its challenges, and the caring landscape in Australia is constantly changing. Moira says that's exactly where Chorus thrives.

"If we're doing things the same way they've always been done, there's something not quite right," she says. "Living in the difference is part of the Chorus DNA."

A culture of embracing change has been supported by a remarkably stable Board that has grown together, engaging in professional development and theory of change work.

As Chorus approaches its tenth anniversary, Moira is proud of her role in the way Chorus operates, the respect it has earned, and the positive reputation it's built.

What she's most grateful for is the people.

"Each of the directors brings a contribution unique to them, but together, it makes this wonderful tapestry of opportunity," Moira said. "I'm grateful for having a CEO and leadership team with the ability to breathe life into the Board's ideas in an operational sense."

Nearly a decade on from that coffee meeting, Moira's enthusiasm hasn't waned.



Each of the directors brings a contribution unique to them, but together, it makes this wonderful tapestry of opportunity.



Expanding community impact in regional WA

Some people would call Jane Wittenoom a master connector. She'd describe herself as a community champion. Jane was with Chorus from the very beginning, even before it had a name or a CEO. As Chorus first Company Secretary – a role she held at Community First before the merger – she was an essential member of the team who envisioned the "Fresh Approach" to community care.

When Jane moved to Bridgetown in 2022, she saw an opportunity to extend the Chorus vision of connecting communities in regional WA. She

transitioned to part-time work in 2023 so she could work part-time as manager of the government- funded Community Resource Centre (CRC). Jane quickly determined service providers like Chorus could reduce costs and improve outcomes for the people in their communities by co-locating with CRCs and metropolitan neighbourhood centres.

Jane is no longer working at Chorus, but she continues to look for ways to expand community impact by connecting people with local services. She says the trust people have in their CRC or neighbourhood centre reverberates throughout the community.

It's inspiring to see Jane carry the Chorus vision forward, continuing to make a real difference in her community and inspiring others to connect, support, and empower those around them.

"It's that connection that produces the stickiness and the referral," Jane said. "And it works every single time."

Caption: Cormac Russell Connected Communities Award: Bridgetown Hub, Bridgetown CRC and Greenbushes CRC ACTIVATE 2024 hosted 10 workshops and community sessions, empowering over 220 attendees and resulting in a Community Action Plan for the region.



Developing our leaders' capacity for complexity, creativity and connection

How does Chorus consistently make meaningful community connections across every Local? For Enabling Leader Donna Trebilcock, it goes beyond tracking employee performance. By becoming a Deliberately Developmental Organisation, Chorus is focussing on the whole person and creating conditions where everyone can grow in a way, and at a pace, that works for them.

"We understand that when we invest in both building our people's skills and experience, and in growing their mindsets, beliefs, and capacity to hold complexity - particularly in how they lead themselves and others - their ability to contribute is greatly expanded," Donna said.

Chorus has partnered with Dr Maja Stanojević Andre, founder and director of the Institute for Developmental Coaching, and Dr Alis Anagnostakis, founder of the Vertical Development Institute, to help lay a strong foundation for our leadership development journey. Together they have equipped our leaders with invaluable coaching, frameworks, and systems, facilitated

transformative group workshops, and continue to provide education and supervision support for our leadership coaches.

The impact of this work is already being felt:

- Employees are demonstrating greater clarity, confidence, and compassion in how they work, shifting from “fixing problems” to “growing capacity.”
- Chorus is becoming a more adaptive, resilient, and aligned organisation, with a culture designed to handle complexity, and the ability to deal with tension and change with integrity.
- Customers and community experience deeper, more human relationships, improved services, and a better way of relating to one another.

Leaders who attended an introductory developmental workshop shared powerful reflections on the value of this journey. One participant said:

“I came away from the day feeling very motivated for the future of Chorus leaders, curious to explore my development path. I felt validated that the work is sometimes overwhelming, and we don’t always have the tools to meet the challenges we face as local leads. Now I feel confident that there is a strategic support and development pathway for leaders, that the challenges we face are acknowledged and responded to.”



Exploring belonging through the social design academy

Chorus enabling leaders Anj Jipp and Cameron Cook joined the Social Design Academy (SoDA) – an eight-month, project-based program that equips organisations to deliver innovation for social impact and build the conditions for systems change.

Their project asked a deceptively simple question:
what does it mean to belong?

Listening to the voices of community

Anj and Cameron began their journey with curiosity and open minds. They immersed themselves in workshops, warm-data conversations, and research, but most importantly they listened. Over forty people across Perth – aged 22 to 76 – shared their personal experiences of connection and disconnection.

Nobody was short of words. Each person had their own definition of community – whether place-based, interest-driven, or centred around family, friends, or work. But while the definitions varied, a common thread ran through them all: the importance of belonging.

As one participant shared:

"You don't need to belong everywhere, but you need to belong somewhere."



What they discovered

Through months of conversations and reflection, several themes stood out:

- **Belonging is universal, but personal.** Every person could describe their sense of community, though never in the same way.
- **Disconnection is a shared experience.** Rather than a fixed state, people move in and out of feeling disconnected throughout their lives.
- **Quantity doesn't equal quality.** Activities are plentiful, but genuine belonging requires safe spaces where people can be seen, valued, and able to "just be."
- **Money isn't the biggest barrier.** While stability helps, connection depends more on relevance, time, and emotional safety.
- **Connection happens in the process.** For many, the act of being interviewed – being listened to without judgement – became a moment of belonging in itself.

As one participant reflected afterwards:

"I didn't expect to feel so emotional. Thank you for asking me questions I didn't know were so important to me."

What this means for Chorus

For Chorus, it offers a powerful direction for the future. Just as First Aid training equips 500 of our people with skills to respond to emergencies, we are exploring how to equip staff with the skills and tools to respond to loneliness and strengthen belonging.

This is part of a bigger shift – from being a service provider to a community connector.

Moving forward together

The Social Design Academy has reinforced that there is no single definition of community. Instead, belonging is something created in the small, human moments of listening, sharing, and being together.

As one participant put it simply:

"If there is no experience of belonging, then no community is present."

At Chorus, we're committed to creating those experiences – helping people not just access services, but truly feel part of a community.



**Creating a world where aging,
disability, and mental health
challenges never lead to isolation -
where care is driven by connection
and powered by community.**

Connection





Lois knows how hard it is to provide these services to a high standard. Staying active in the community kept her in better health over a longer period of time.

Andy

Coming full circle from volunteer to Chorus customer

It's no surprise Peel Central Local Lead Andy Harold and Chorus customer Lois get along. She was part of the volunteer team at Chorus for 17 years, so the two have a shared experience in delivering care in the same community.

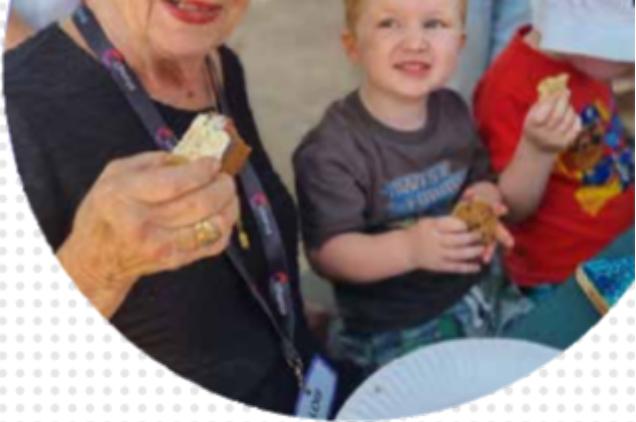
Starting in 2000, Lois had several roles with Home and Community Care and Care Options, now part of Chorus. She worked as a gardening scheduler, cooked lunches for people living with disability, and led several of the social groups.

In 2017, Lois hung up her volunteer boots due to declining health and mobility issues. She became a Chorus customer the next week, receiving support for gardening, cleaning, and social outings.

"Chorus looks after me, going out twice a week – restaurants, morning tea, and mixing with the other ladies on the bus," Lois said.

Andy wasn't surprised that Lois made the transition so easily from Chorus volunteer to becoming a customer. At 85, Lois still loves a good yarn. Andy enjoys keeping in touch with Lois and reminiscing about her time spent volunteering.

"She's still very much an independent redhead. If she's got an opinion, she'll give it to you," Andy said.





New Board member brings fresh perspective and personal connection

Ben Hawthorn joined the Chorus Board early in 2025, drawn by the organisation's commitment to challenging the status quo in care delivery.

With more than 15 years of experience in social entrepreneurship, digital innovation, impact investment and the community sector from aged care to mental health, Ben was determined to work with organisations that were finding new ways to tackle critical social challenges.

"I wanted to take on opportunities where I felt the organisation had a really strong alignment with my world view and my philosophy when it comes to tackling some of these social challenges," Ben said.

"Chorus is looking at solving problems in a different way rather than just providing services that fit within a funding framework."

What sets Chorus apart for Ben is its approach to redefining how care services are delivered. He was drawn to serving on the Board because of its focus on community-centred care. He welcomes the way Chorus seeks answers to questions like: What does it take to create thriving communities? How do we support each

other in a community? What role can an organisation play as a community connector?

Ben's connection to Chorus runs deeper than professional interest. His parents, both in their eighties, became Chorus customers shortly before he joined the Board, a purely coincidental timing that has given him valuable personal insight.

After an unsatisfactory experience with another provider, Ben's mother found Chorus through a referral. Her verdict? "They're very friendly and they do a good job," high praise from someone particular about how things should be done.

Ben wanted his parents to receive more than a transactional service designed for a tight funding model. He's been in the industry long enough to know that funding can be a primary driver for how many providers deliver care. At

Chorus, his parents found something different. "They're supported by an organisation that's thinking about them within the context of the community that they live in," Ben said.

Nine months into his Board role, Ben has been impressed by both the warm welcome he's received and the organisation's willingness to enable meaningful engagement. He's visited the Stirling Local, met team members and customers, and can now overlay these experiences with his parents' experience, all of which strengthens his decision-making as a Board member.

"I'm looking forward to helping Chorus impact the care landscape," Ben said.



Chorus Community Connect: The rebrand that built a community

Chorus Community Connect has transformed the Chorus Ability Arts program into an inclusive, community-driven hub for all kinds of creative pursuits. Activities such as pottery, choir, arts and crafts, drumming, and chair yoga classes are available every week and are facilitated by skilled professionals.

Peel North Local Customer Partner Linda Dollery says the beauty of the program is that it's open to everyone. Operating Monday through Friday, the program features morning and afternoon sessions, along with a social lunch and a hangout space.

Local service providers such as Diversity South powered by interchange, Mosaic Community Care, ASPIRE disABILITY, My Supports, Midway Community Care, and independent support workers regularly join in.

"We have participants from north of the river down to Mandurah and Rockingham areas," Linda said. "We welcome a mixed group including NDIS customers, over 65s, and anyone in the community who wants to attend. We've been so busy since we opened our doors last October."

Chorus has partnered with John Tonkin College and South Metropolitan TAFE. Many students become volunteers after they complete their work placement or community service program.

Supported by grants from the City of Mandurah and Rio Tinto, Chorus Community Connect maintains affordable session fees to ensure accessibility for all.

"From the moment we join we feel so welcome. Such a great inclusive space that really provides a meaningful program". Elisha, Independent Community Support Worker.





Customer voices: Amplifying community input at Chorus

Customer Voices is a new approach to the traditional government-mandated Consumer Advisory Body for Home Care Package (HCP) customers. Chorus wanted a more personal and meaningful way to consult with customers and to receive their valuable feedback to shape service delivery.

Chorus expanded the scope of the project beyond requirements. They included people across all funding streams, not just HCP customers. Bringing Disability and Commonwealth Home Support Program (CHSP) customers into the project gave Chorus a fuller understanding of the customer viewpoint.

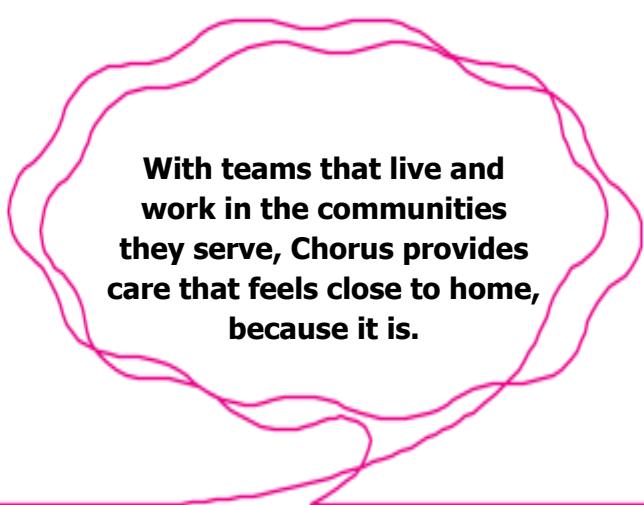
What makes Customer Voices unique is the Chorus commitment to accessibility and local engagement. Recognising the logistical challenge of 20 offices, Chorus held satellite meetings in three locations – Carlisle, Port Kennedy, and Kingsley – to ensure customers could participate locally by attending online meetings at Chorus Local offices.

Customer feedback was overwhelmingly positive, with participants describing it as the “best participation to date” and praising the “excellent facilitation.”

Due to the encouraging customer response, Chorus has established three Customer Voices meetings annually, complemented by Quality Advisory Board meetings. This ensures regular customer engagement every two months, exceeding industry standards while maintaining the personal, friendly approach defining the Chorus experience.

“All the customers that attended gave valuable insight to their experience in being a Chorus customer,” Project Lead Customer Excellence Toni Jackson said.

They were honest;
they were
engaged; the
energy was great.
It was a really
successful
meeting.



**With teams that live and
work in the communities
they serve, Chorus provides
care that feels close to home,
because it is.**

Local





Rocking out with the Stimulus for Life concert

How do you tackle social isolation for older people who have lost confidence about going to evening and weekend events? If you're Sue Cottrill, you throw a rockabilly rave-up.

That's right; the Chorus Kalamunda Local Lead organised a community event that allowed older people, especially those with mobility issues,

to get back on the dance floor. The group that attended the first Stimulus for Life Concert spent four hours rocking out to Johnny Law & the Pistol Packin' Daddies band. More than 100 people filled the venue, including 40 Chorus customers from Kalamunda/Belmont, Gosnells, and Midland Locals. Hall & Prior, Rise, and Mercycare customers also participated.

Sue ensured the event was supported with a 5-to-1 ratio of volunteers/support workers to attendees, ample room to navigate with mobility aids between tables, close drop-off and pick-up areas, and an ambulance in attendance.

"I wanted them to feel like they were 30 again, to get dressed up and boogie," Sue said. "There wasn't a person that didn't get up and dance."

Kalamunda/Belmont Local coordinated the event with help from the City of Belmont and door prizes donated by Coles. The outing included lunch

and was open to social groups for older people throughout the community. The event provided a fantastic opportunity for everyone who attended to mix with peers outside their normal social circles, just as they would have when they were younger.

The Stimulus for Life concert was a resounding success. It delivered on the Chorus vision by fostering community connections and met Sue's goal of giving older people a safe, fun day out. The feedback for the event was overwhelmingly positive.

Sue has provided a documented case study for other shires on how they can implement a sustainable, enjoyable community activity for everyone involved.



The event was awesome and our clients really enjoyed the day.

Rise

The food was great, the band was great, getting in and out of the venue was a well-oiled machine. All are looking forward to the next event.

Gosnells Local

The Stimulus for Life concert was the best outing they have ever had.

Midland Local

Clients had an amazing time dancing and grooving. Staff and Volunteers were amazed by the concert.

Mercycare

The best ever. When is the next one?

Kalamunda/Belmont Local

Our reach



431

Number
of
suburbs

8,533

Customer
count
June
2025

CUSTOMERS
421

CUSTOMERS
400

CUSTOMERS
469

CUSTOMERS
428

CUSTOMERS
411

CUSTOMERS
302

CUSTOMERS
586

CUSTOMERS
803
C
U
S
T
O
M
E
R
S
4
9
5

CUSTOMERS
387

CUSTOMERS
311

CUSTOMERS
310

CUSTOMERS
437

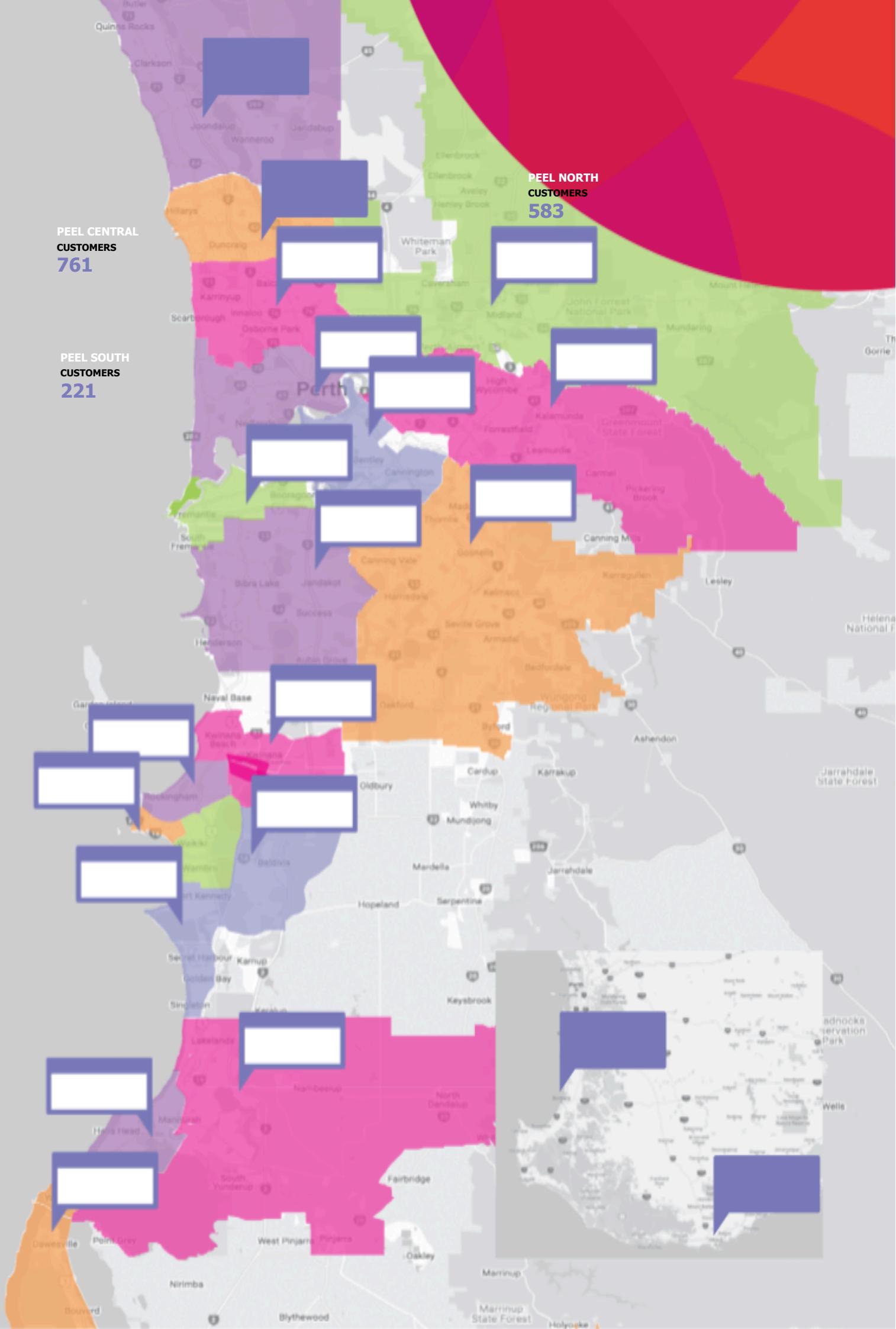
CUSTOMERS
418

CUSTOMERS
295

PEEL CENTRAL
CUSTOMERS
761

PEEL SOUTH
CUSTOMERS
221

PEEL NORTH
CUSTOMERS
583





Paws for comfort: Ollie brings joy to the Waikiki Local

Waikiki Local Lead Leonore Walsham had a plan for her retirement – get a therapy dog and visit hospitals. As an ex-nurse, she knew from experience the calming effect a dog provides.

When her kids gave her a Golden Groodle puppy, she pulled her plan forward and Chorus got its first canine team member.

"He looks like a big teddy bear," Leonore said. "I've never come across such a cheeky puppy."

Leonore has always had farm dogs and knows the key to good behaviour is to give them a job. She wasted no time training Ollie to provide support for Chorus customers. "As soon as I put his leash and harness on, he behaves perfectly," Leonore said.

Ollie works at the Waikiki Local up to five days a week, depending on what's on schedule. Leonore also takes him on outings with other area Locals, like Kwinana. Ollie is especially popular with the groups where he roams from person to person, giving out pats and cuddles.

"It's beautiful to watch people with Ollie, especially when they've lost their dog or they can't have a dog anymore," Leonore said. "He's just a fun dog."





Casting wider nets: Building partnerships to enrich lives

No organisation can be all things to all people. Waikiki Local knows this and embraces the opportunity to enrich the lives of customers by connecting them with other community providers of services and activities. It adds variety, opens peer networks, and allows customers to experience more opportunities, more often. Chorus employees and volunteers also gain the same community benefit.

A great example is Fishability. More than 700,000 Western Australians go fishing each year, but it's not always possible for people with mobility issues. The not-for-profit helps people living with disability and older people in Western Australia enjoy recreational fishing.

"It's an awesome program to be connected with, because Fishability is very big in the community," Waikiki Local Lead Leonore Walsham said.

Volunteers ensure everyone is set up for a good day out. Fishing rods and all the gear are supplied, whether fishing from shore, a jetty, or even on a wheelchair-accessible boat. Thanks to Fishability, "going fishing" has become one of the most popular outings for Chorus customers. "Our customers love it," Leonore

said. "They just really love it."



They operate from the Rockingham foreshore and you don't have to book. It's a really good community activity we use a lot.

Leonore

Another lifetime activity that's been restored to Chorus customers is cycling. Community partner Cycling Without Age is a global not-for-profit providing regular, free trishaw rides for older people and those with mobility issues. Staffed by volunteers, it's a chance for customers to enjoy ocean views again and regain the pleasures of riding a bike.

I have my nice little spots where they can sit at the waterways and reminisce about going prawning and crabbing.

It's great to be able to give that to the customer.

Shelley



The best job she didn't know she'd love

Growing up in Mandurah, Shelley remembers when it was little more than a fishing village, with one set of traffic lights. After a demanding career in the hospitality industry, she's back in Mandurah, working for Chorus and enjoying it more than she could have imagined.

Initially joining as a gardening and home maintenance support worker, Shelley started covering leave for her Peel Central Local team members. Now she loves providing multiple kinds of support, including domestic assistance like cleaning, working in a customer's garden and taking customers on social outings.

Shelley says the past two years working at Chorus as a support worker are the best thing that have happened to her. "No two days are the same," Shelly said.

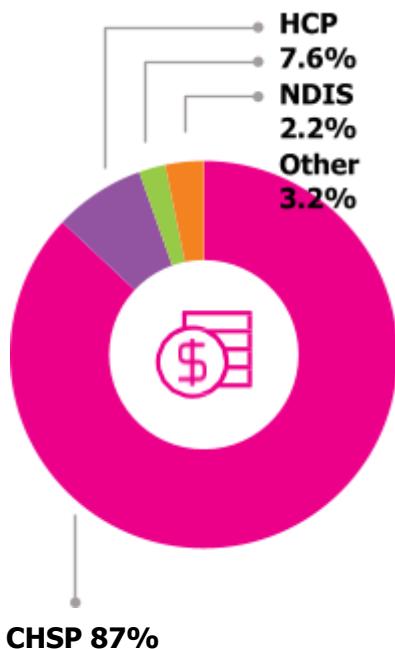
"You start to build a rapport with customers. You might do their yard one day and the next you take them shopping and start to get to know them. Then they look forward to you coming and making a difference in their lives."

Shelley says she likes working in a Local team and wishes she had made the transition from being a chef to a support worker earlier. She finds it rewarding helping customers remain independent in their homes and keeping them connected to their community and the outdoors.

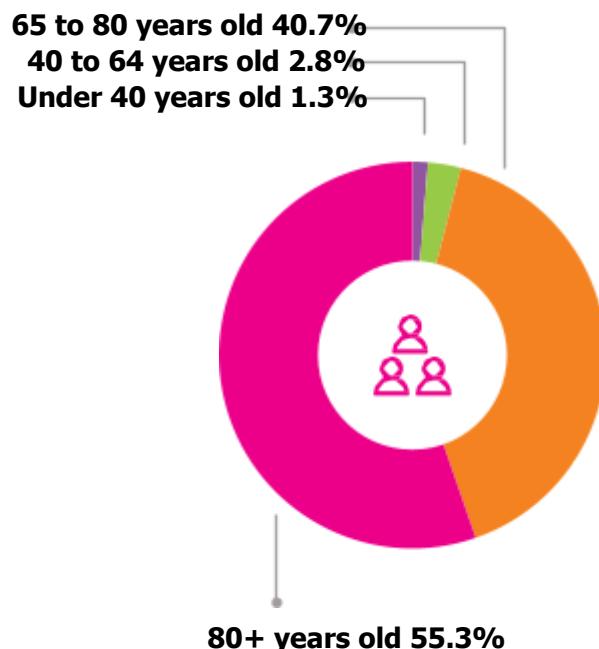


A glance at the Chorus Community

Customers by funding

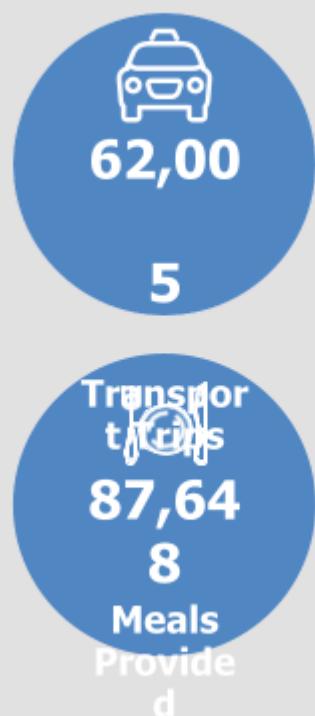


Customers by ages



Total services by service type

Total number of service hours: 328,366



Measuring what matters: Chorus pilots evidence-based outcomes assessment

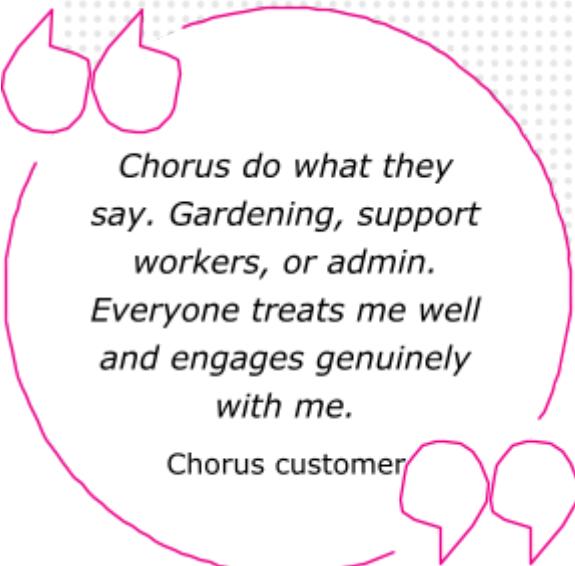
When Chorus moved to the Local model in 2021, it committed to demonstrating measurable impact on the communities it serves. In 2024, that commitment took concrete form through the Social Impact Outcomes Measurement Initiative.

Enabling Partner Armina Vaghela said the project is designed to prove the decentralised model works and determine if it's having the intended impact for Chorus customers.

"We wanted evidence-based outcomes measurement that could show us not just what changed, but how it changed and why," Armina said.

The pilot launched with the Kalamunda Local, where staff and customers collaborated to identify what mattered most. Customers prioritised safety, social connection, achieving care goals, and their relationship with Chorus. Over three months, the team gathered data through surveys and observations.

The results were remarkable. Among 147 customer respondents, 93% reported satisfaction with achieving their care goals, while 84% felt safe at home. Most striking was Kalamunda's Net Promoter Score (NPS) of 71, greatly exceeding the healthcare benchmark of 46.



Customer feedback revealed the human impact behind the numbers.

One long-term customer summed it up simply: "I've always been very happy with the service provided by Chorus over the 12 years I've received the service. Thank you, Chorus."

The initiative faced typical first-round challenges such as survey timing and data collection processes, but these lessons are shaping improvements as Chorus pioneers a way to measure social impact across all Locals. Lessons learned from the Kalamunda pilot will refine and streamline the process for the next Local, ensuring smoother implementation and deeper insights. Additional questions from the Flourishing Scale will also be introduced to better capture the true essence of impact and customer wellbeing.

"This pilot took considerable time and resources," Armina said, "but it proved we can measure what truly matters to our customers."

Chorus now plans to roll out measurement frameworks across additional Locals, identifying common outcomes while allowing for local variation. The goal is to collect evidence-based insights that continuously improve customer outcomes while demonstrating the social value Chorus creates in communities across Western Australia. Once fully implemented, social impact surveys will occur annually in all 20 Locals.



Outcomes

The outcomes chosen to be measured were:

1

Customers experienced satisfactory or increased safety

2

Customers experienced satisfactory or improved/ increased social connection

3

Customers were satisfied with achieving their care goals

4

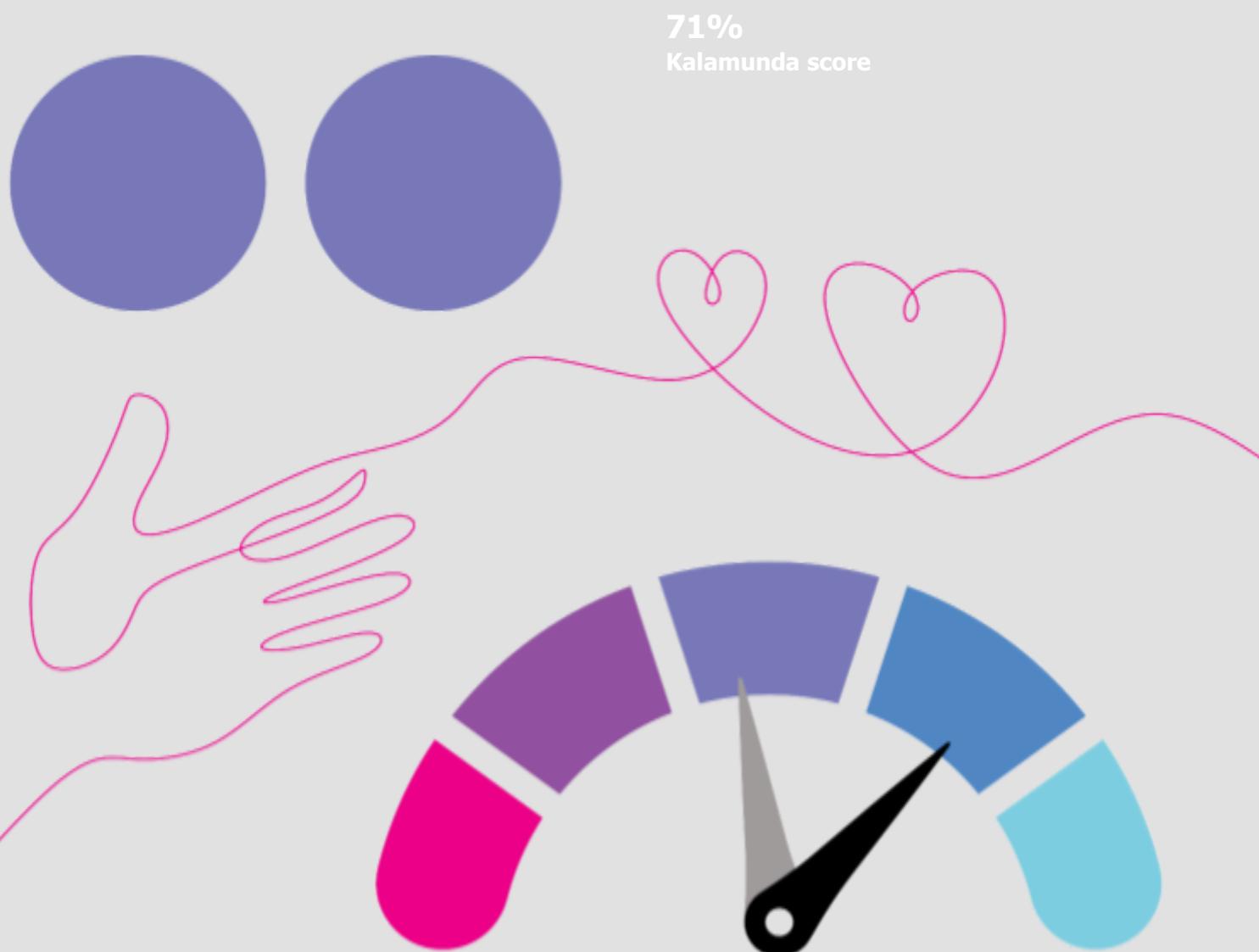
Customers were satisfied with their relationship with Chorus

5

Families experienced little or decreased anxiety for the customer

c
a
r
e
g

o
a
l
s





**Whether it's through local
partnerships, volunteer
engagement, or
neighbour-to-neighbour
connection, community is at the
heart of everything we do.**

Community led





Gathering ground: Creating spaces for connection

In July 2025, Chorus launched Gathering Ground, a pilot series exploring what can happen when you create genuine spaces for human connection. Moving beyond community consultation, this community connection initiative embodied the Chorus vision of becoming a true community connector as part of their care-providing role.

The three-session series used Warm Data methodology, an approach focusing on relationships and stories shared by people with different perspectives and life experiences. Instead of prescribing outcomes, Gathering Ground focused on seeding connections and seeing what would naturally take root.

Gathering Ground is open to everyone – including customers, staff, families, partners, and community members. Enabling Lead Candelle Nestor says you don't go into a Warm Data Lab like Gathering Ground with a specific objective; you wait for what emerges.

"There's something deeply human about hearing stories of other people and all of the feelings and the emotions that come with it – the joy, the sadness, the frustration. You do come out of it feeling like a different person," Candelle said.

The results were profound.

"To sit in a conversation and not try to solve problems but just be present and listen in a different way was a really awesome experience," one participant said.

"I walked out thinking I'm not the only one. It's not until you sit down together you realise how much you have in common," another participant said.

Trust emerged as a consequence of the session design, enabling openness without being instructed. Within the carefully designed Warm Data approach people felt safe to lower their guard in ways rarely experienced, describing the sessions as an antidote to loneliness and disconnection.

Building on the success of the first Gathering Ground sessions, Chorus is exploring expanded community connection practices, potentially training staff in Warm Data hosting methods and embedding relational practices into regular Local schedules across Western Australia.



Chorus helps shape the future of community transport

Chorus has participated in a pricing pilot for community transport across Australia. Led by the Australian Community Transport Association (ACTA) in partnership with the University of South Australia (UniSA), the initiative involved 31 Commonwealth Home Support Program (CHSP) providers nationwide.

The pilot aimed to establish sustainable pricing models for the upcoming Support at Home program. Chorus Strategic Coach & CFO Ryan Chapman said the initiative was designed to develop and test more accurate ways of calculating transport costs.

As one of Western Australia's larger transport providers, Chorus was among three WA organisations selected to participate. The initiative extends far beyond typical taxi or ride-sharing services. "It's really around a door-to-door service, not like a taxi or Uber, which is curb to curb," Ryan said.

The community transport model offers more than transportation; it creates vital connections for people who might otherwise be isolated.

"Transport really is like a spine to a lot of those other connections," Ryan said. "If it works, it's empowering. If it doesn't, it's actually extremely isolating."

The pilot's findings, released in August, will help inform the Independent Hospital and Aged Care Pricing Authority (IHACPA) to develop capped pricing models, similar to those in the NDIS.

Measuring the social impact of volunteering

Chorus also participated in Volunteering WA's Measuring Change project, one of twelve organisations selected statewide to codesign a toolkit for measuring volunteering impact. This project shifts focus from purely economic measures to capturing the value of the connections and relationships volunteers make.

"Historically, we've only ever measured the economic impact of volunteering rather than the social impact," Angela said. "This project opens up conversations about the social capital that gets built."

Chorus volunteers surveyed through the project revealed what matters most to them. Making a difference and contributing ranked highest, followed by staying productive and feeling valued, and making and maintaining friendships.

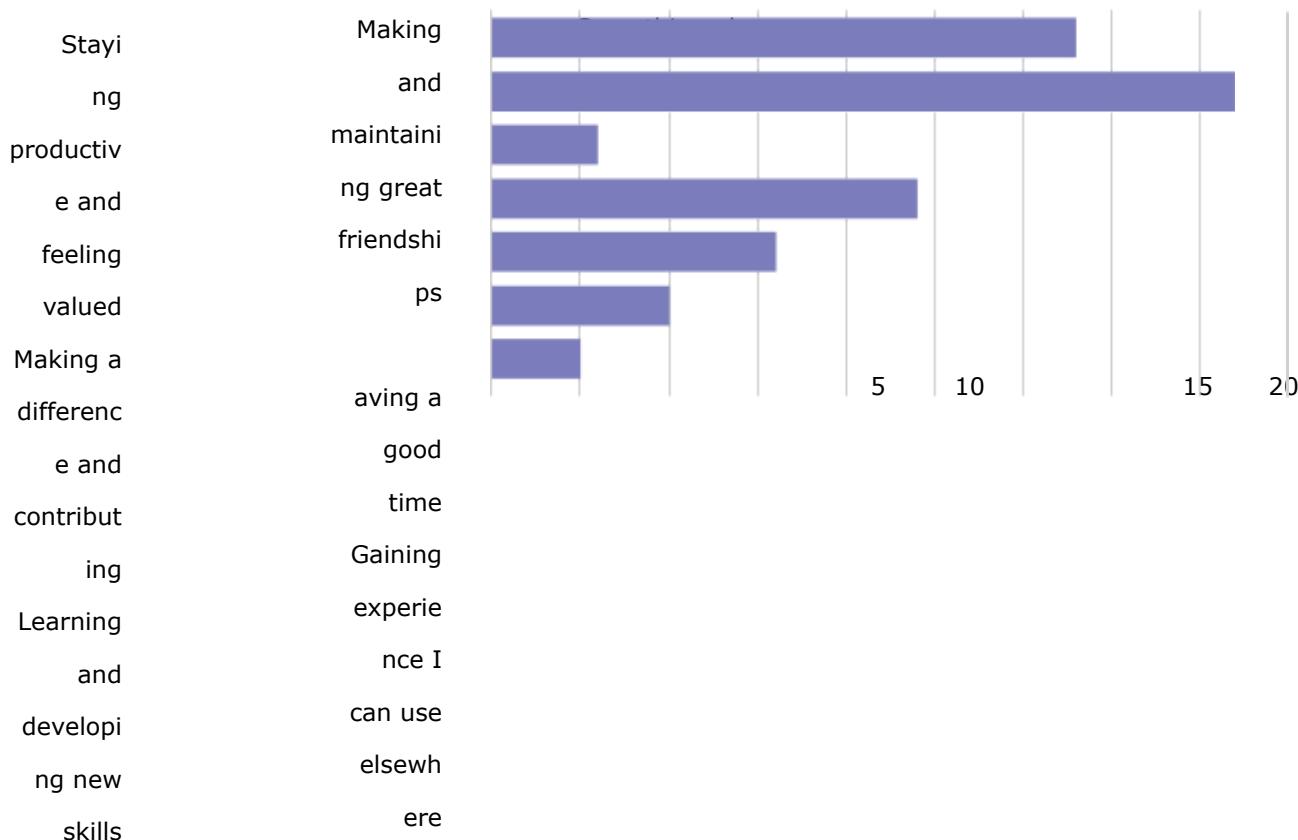
"I can't sing the praises of volunteering with Chorus enough. Our clients love our visits, but we volunteers get just as much out of it," one volunteer said.

Topping the list of benefits to Chorus customers was maintaining independence and dignity through access to voluntary support. Friendships and social networks, which include Chorus volunteers, and receiving reliable service that wouldn't otherwise be available, rounded out the top three customer benefits.

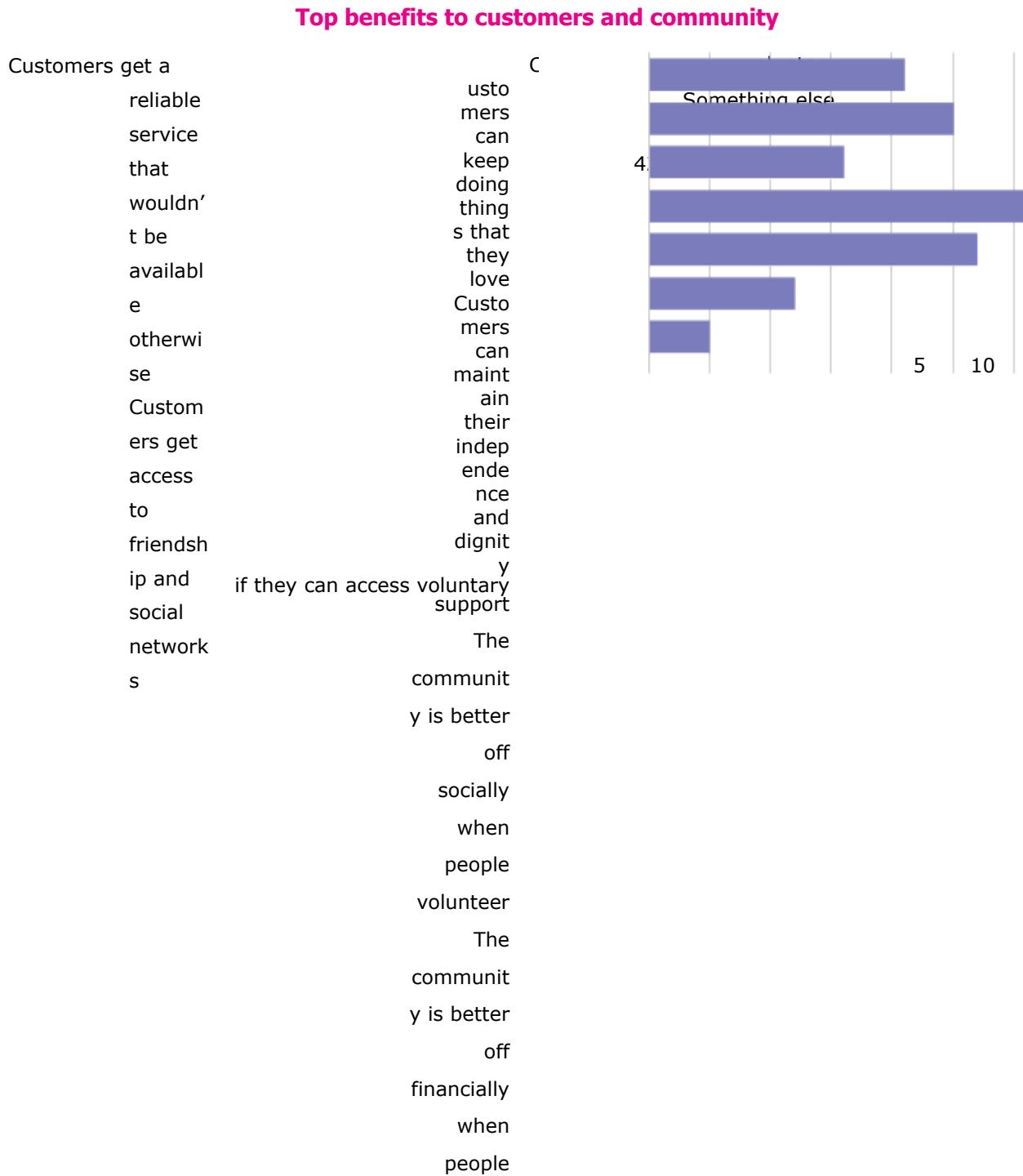
This emphasis on social connection over purely transactional service delivery supports the Chorus community-focused approach. The results demonstrate that establishing meaningful relationships matters just as much as the practical support customers receive from volunteers.

Through both initiatives, Chorus is helping reintegrate community care that once happened naturally into today's more transient, digitally connected neighbourhoods.

Top benefits to volunteers



25 30 35 40 45



15 20

25 30 35



Chorus volunteering initiatives build communities through connection

Chorus is reimagining community connection through two volunteering initiatives that strengthen local bonds while measuring social impact.

In partnership with Murdoch University, Chorus is exploring how organisations can support informal volunteering, those everyday acts of neighbourly care that happen outside formal structures. Chorus Strategic Coach & Chief People Officer Angela

Williamson said fewer people are volunteering through traditional channels, but more people are interested in contributing their energy and time in their local community.

The research addresses a key challenge: aged care funding is tightening, but demand for services is growing. Supplementing the decline in formal volunteering with a growing interest in neighborhood connection and local care systems is a good solution. "If someone needs their bin taken out, rather than use half an hour of paid service, a neighbour might be willing to do that," Angela said.



Meet Ann

Meet Ann, a volunteer with Kalamunda Chorus Local. When she moved from country WA to Perth, Ann wanted to stay connected and give back. Her sister suggested Chorus, and two years on, she's made friends, shared plenty of laughs, and supported her community along the way.

Volunteering with Chorus is about belonging, connecting, and making a difference right where you live.



Chorus shares organisational thought leadership at Medibank conference

Chorus CEO Dan Minchin and Local Leads Zoe Hodgkinson (Albany) and Charmaine Nordhoff (Midland) were invited to Melbourne to share their organisational transformation experience at a Medibank Private frontline leaders conference in August 2024.

The global movement toward progressive, empowering workplaces inspired Medibank's "Future Work" strategy. Like Chorus, they recently decentralised their operations, creating 35 local teams (called Geos) across their retail channels to improve customer, community, and employee outcomes.

"It was validating to see a similar commitment by an ASX-100 company and also rewarding to reflect on how far we have come," Dan said.

The Chorus team shared insights from the past two years about their reorganisation to autonomous local teams. They emphasised to Medibank

the reality that transformation involves difficult conversations and difficult choices for everyone involved, and some people will inevitably leave because of the change.

The exchange highlighted the growing reputation Chorus has as a thought leader in organisational innovation. Despite operating under completely different commercial pressures, Chorus was heartened to see Medibank's commitment to local customer relationships. For example, Medibank staff can provide community-specific advice like recommending doctors with shorter wait times and better parking options.

The invitation demonstrates how the Chorus approach to connecting communities is attracting interest from major corporations looking for more human-centred ways of working in competitive commercial environments.



Pinnacle award for people and culture excellence

Chorus took home the Gerard Daniels People and Culture Excellence Award at the Australian Institute of Management's (AIM) 2024 Pinnacle Awards.

The recognition celebrated the approach Chorus takes to fostering connection and belonging in a large, decentralised workforce of employees and volunteers.

Chorus was honoured for transforming its culture by empowering employees to build strong relationships in the communities where they operate, reducing turnover and improving employee wellbeing. The thriving workforce of Chorus, excelling in productivity and morale while delivering community-connected care, made a big impression with the AIM judges.

The \$20,000 prize will be used for AIM WA leadership development initiatives at Chorus Australia.



Emergent Excellence from Zero Distance

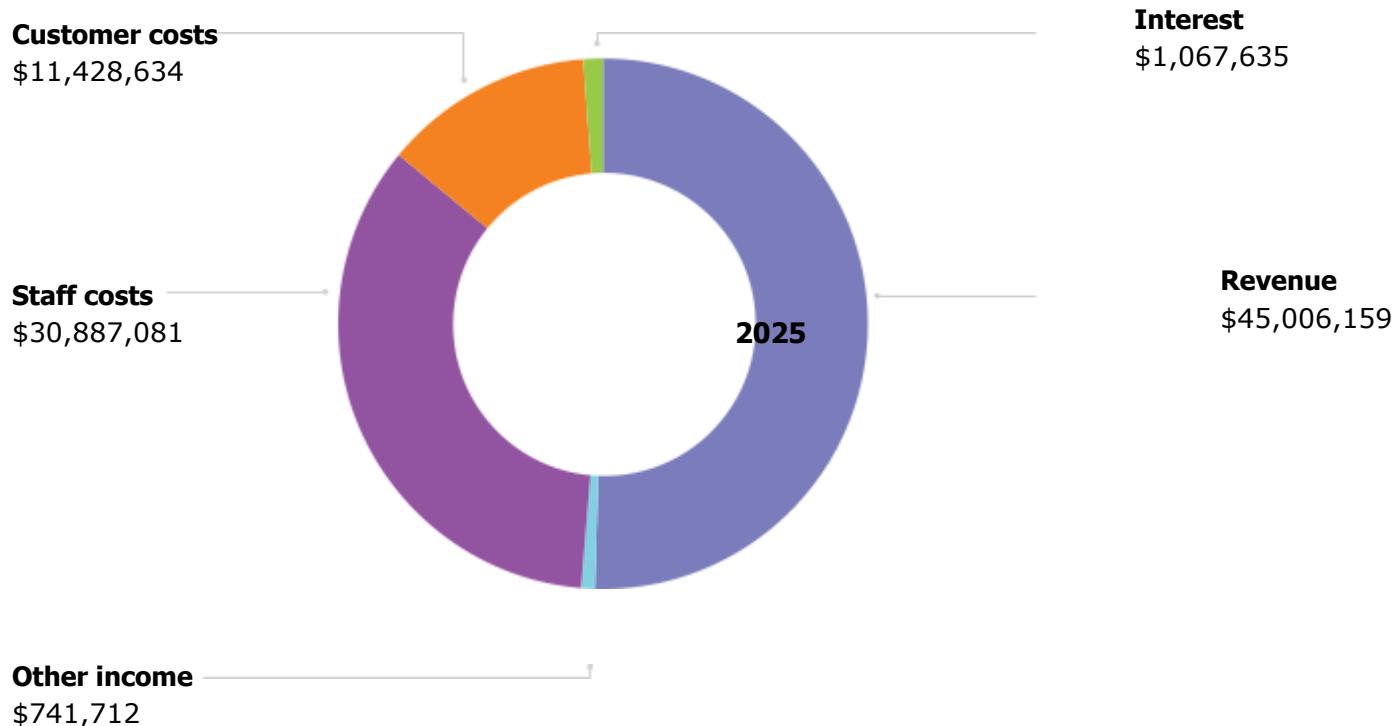
Chorus was recognised with the Zero Distance Emergent Excellence Award in 2024 by the Business Ecosystem Alliance. This international award celebrates organisations that demonstrate an appetite for continuous improvement and a curiosity to do things better and differently.

The award acknowledges Chorus achievement in eliminating distance between employees, operations, and customers through their approach to community-connected care by transforming traditional hierarchical care models into locally empowered, relationship-focused teams that truly understand and respond to their communities' unique needs.

Special thanks go to Corporate Rebels who nominated Chorus for the award. They have been pivotal to our success of transforming how we work.

Condensed consolidated statement of profit or loss and other comprehensive income

For the year ended 30 June 2025



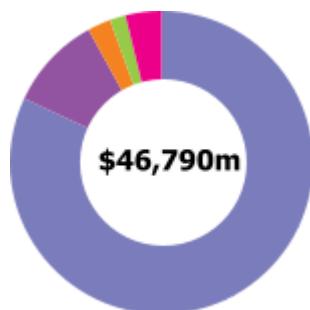
	2025 \$	2024 \$
Revenue from contracts with customers	\$45,006,159	\$44,364,357
Other income	\$741,712	\$2,091,587
Expenses		
Staff costs	\$30,887,081	\$30,130,712
Client costs	\$11,428,634	\$11,557,345
Total Expenses	\$42,315,715	\$41,688,057
Results from operating activities	\$3,432,156	\$4,767,887
Interest received	\$1,067,635	\$1,033,785
Finance cost	-\$25,708	-\$18,504
Total comprehensive income/(loss) for the year	\$4,474,083	\$5,801,672

What we spent

Aged Care	\$38,342,257	Staff
Disability	\$4,709,611	Custo
Mental Health	\$1,159,216	Admi
Assessment Services	\$793,986	IT & e
Interest, investments & other	\$1,784,728	Motor
	\$46,789,798	Occu

- Staff
- Custo
- Admi
- IT & e
- Motor
- Occu
- Other

What we earned



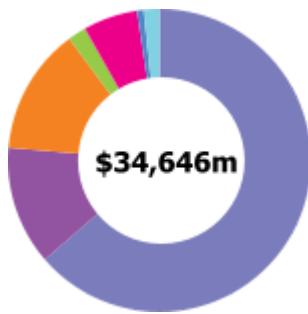
-
-
-
-
-

What we owe

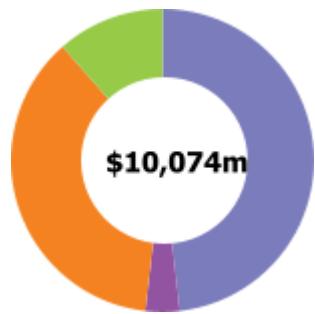
-
-
-
-
-

What we own

-
-
-
-
-



Cash and cash equivalents	\$22,054,652
Property, plant & equipment	\$4,398,612
Term deposits	\$4,680,000
Trade & other receivables	\$679,623
Other assets	\$2,011,416
Right-of-use assets	\$244,773
Investment property	\$576,994
	\$34,646,070



Employee liabilities	\$4,853,658
Contract liabilities	\$365,899
Trade and other payables	\$3,698,600
Other liabilities	\$1,155,447
	\$10,073,604

Thank You

Thank you to partners

Local communities are like ecosystems, and the world of Chorus is no different. During 2024-25 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.





**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

linkedin.com/company/chorusinoz

chorus.org.au