



A R A L U E N

Annual Report

2022

Imagining & achieving better lives



WELCOME

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2022 WAS A YEAR OF PROGRESS, CHALLENGE AND ACHIEVEMENT FOR ARALUEN, NOTWITHSTANDING THE ONGOING ADVERSE IMPACT OF THE COVID-19 PANDEMIC ON OUR OPERATIONS AND THE CHALLENGES PRESENTED BY THE NATIONAL DISABILITY INSURANCE SCHEME (NDIS) FUNDING MODEL REFORM.

We closed the financial year with a deficit of \$1.2M which reflected the restrictions on important services for our community. The challenges presented by these disruptions meant we were unable to operate anywhere near our usual capacity.

Despite these challenges, progress was made in advancing our purpose to support our participants and build connections with participants, families and carers which is at the core of Araluen's work, and our commitment to maintaining Araluen's high standards of quality assurance and safety. During this fiscal year there were no significant changes in the nature of Araluen's activities. The leadership team under Tamara Cattach's guidance have helped the organisation to navigate through the challenging years of the COVID-19 pandemic.

Earlier in the year, Araluen made a positive contribution to the *Royal Commission into Abuse, Violence, Neglect and Exploitation of People living with a Disability*, based on our leadership of best practice in supported independent living to help improve the outcomes of the commission's findings.

This year we bid farewell to Bruce Martyn after 15 years service. Bruce served as a Director, and as Chair led the board with distinction for 9 years. Bruce continued to serve Araluen this year as Chair of the Quality and Client Services Committee and was co-opted to the board for a further three months. We acknowledge Bruce's dedication over many years of invaluable service to Araluen, and offer our sincere thanks for his contribution to the Araluen community.

Once again the board played an integral role governing through difficult times and I thank the directors for their dedication and service. All board positions are voluntary and unpaid.

During the financial year the following initiatives were implemented to enhance Araluen's standard of governance;

- An internal board and director evaluation to facilitate continuous improvement.
- A review of the board's committees, which has led to a consolidation of certain committees and streamlining of their charters to facilitate effectiveness.
- A review of the board's skills matrix is currently underway to identify skills and diversity gaps.
- We also welcomed Robyn Virgona as executive board assistant.

In partnership with the Observership Program, Victoria and the Australian Network on Disability we are working to include representation of people with a disability on our board, and look forward to welcoming a Director Observer with disability to the Araluen Board in 2023.

The impact of further disruption on future operations due to COVID-19 and the challenges of providing sound, quality services to our community within the NDIS framework, whilst maintaining long-term financial sustainability, informed the board's consideration and review of Araluen's Strategy and future direction. The Strategy Review includes a blend of initiatives for growth and revitalisation of services, in addition to scaling down or ceasing other services.

We understand that changes to services can have a significant impact on the lives of our participants and their families. Our commitment to services that are contemporary, fit for purpose and contribute to Araluen's mission and the wellbeing and safety of our participants, families and carers underpins our future direction and strategic plan to secure Araluen's sustainable future and reinvestment in our community.

Although Araluen's financial position is stable, the impacts of the pandemic and the NDIS reform means it is necessary to continue to optimise our business operations with responsive and prudent management. We are focussed on the path ahead and know there is much to do as we take the next steps toward a stronger Araluen, and the next phase of Araluen's future. Araluen's mission to support and empower people living with disability to imagine and achieve great lives is at the centre of all that we do.

On behalf of Araluen, we are deeply grateful for the continued support of our members, families, volunteers and all those who support Araluen.

Dr Larissa Roeske



FROM LARISSA OUR CHAIR



OUR YEAR



FROM TAM OUR CE

THE MOMENT YOU STOP ACCEPTING CHALLENGES IS THE MOMENT YOU STOP MOVING FORWARD! 2021-22 HAS BEEN ANOTHER YEAR FILLED WITH CHALLENGES. OUR BOARD, STAFF AND PARTICIPANTS HAVE ACCEPTED ALL THAT'S COME OUR WAY AND USED THESE EXPERIENCES AS STEPPINGSTONES ON A FORWARD PATH.

Most of the restrictions imposed by COVID-19 have been lifted. We're now contending with its lingering effects, including workforce shortages, and rebuilding those services that were impacted, ever mindful of our duty of care to resume service safely.

However, we have committed to moving forward and we certainly have had much to celebrate over the last 12 months.

We finalised our Enterprise Agreement (EA). All employees are now covered by a single EA, freeing staff to work in both day or residential services. This gives Araluen more rostering flexibility and creates new opportunities for staff while providing participants with consistent support.

We have completed significant work on our IT Strategy, fast-tracking the delivery of efficient, modern, reliable systems and technology that are vital for Araluen to be competitive in the future. This included a new human resources system known as 'Araluen People' and provided by software developer ELMO, a new Client Management System by VISICASE to improve our management of participant information, processes and tasks and also a new finance system, Business Central, to assist with financial management and planning.

After 2 years of limited interaction with participants, families and carers, and a lack of diverse news, we've reinstated regular engagement with our community. Our monthly participant, family and carers network meetings are a highlight and we're also focussing on providing more digital communications. Our newsletter, 'Imagining Better', is also back - by popular demand!

Our staff have been so resilient and taken every challenge on, with care, compassion and dedication. As in all essential care industries, burnout and stress are now starting to impact some workers who could not stop throughout the pandemic, however people

continue to bring their 'A game' to work every day. Our mission, 'Imagining and achieving better lives' for the people we support, has been exemplified once again this year by our entire workforce. Thank you!

After 18 months, we have concluded our service review. This thorough exercise has provided valuable and appreciated feedback from our community about the services we currently deliver and services we intend to deliver soon.

As a community, our service review also prompted us to grapple with the sobering reality of Araluen's challenging financial situation. Araluen's Board have shown great vision as they confronted our difficulties while reimagining all that's possible for Araluen when we build on our strengths. Our new Strategic Plan will come into effect next year and I am confident that it will provide the clear guidance needed to pursue a thriving and sustainable future. The time and experience each Board member bring to these volunteer roles is highly valued as is their focus, dedication and many, many hours of work. Thank you!

Finally, our achievements have been possible, in no small part, thanks to the talents, knowledge and determination of Araluen's executive leaders and managers. I am grateful for your support.

Once again, I end the year proud of the ground we have covered, the team I lead and the community I'm part of. The way that you deal with challenges is what defines you and makes you stronger. Araluen finishes 2022 stronger.

Tamara Cattach
Chief Executive

STRATEGIC PLAN 2019-2022

YEAR 3

For the final year, we focussed on the priorities set in Araluen's **Strategic Plan 2019 - 2022**. With the clear vision and direction the plan provided, Araluen made great strides towards embedding stronger quality and policy frameworks and modernising our systems and resources across the organisation. We are well-placed to build on some significant outcomes as we work to improve the lives of the people we support while tackling the challenges ahead. **Outcomes include:**

STRATEGIC PRIORITIES 2019 - 2022



lead best practice in imagining and achieving great lives

- Individual support plans for all of participants
- Improved communications and feedback mechanisms
- Achieved accreditation for NDIS registration
- Zero Tolerance to Abuse and Neglect policies and training
- Café strategy project recommendations delivered
- More flexible support hours introduced in day services



maximise our reach and impact

- Growth plans for supported accommodation and support coordination services
- Three research projects completed
- Expanded our bank of housing information and IP



continue to be a leader in the evolution of diverse housing options

- Increased uptake of a wider range of housing options
- Housing support coordination project commenced with participant involvement
- Scoping of collaborations with community organisations and housing developers underway



strengthen our position as an Employee of Choice

- Employee Value Proposition (EVP) launched
- New suite of professional development programs
- Extensive payroll audit and rectification
- Web-based HR and learning management system, Araluen People, designed and activated
- Developed Working from Home policies
- New induction and orientation programs
- New Enterprise Agreement covering all staff



maintain a sustainable and thriving organisation

- Ongoing commitment to the Australian Institute of Company Directors (AICD)
- Completed a service review to assess business opportunities against financial priorities
- IT strategy fast-tracked
- Improved environmental sustainability across all sites
- Improved communication to all of our stakeholders



treat all people with
DIGNITY
PASSION for our work
INTEGRITY
in all our interactions



IMAGINING BETTER



WHAT WE DO

ASPIRE, IMAGINE & EVOLVE

Araluen provides effective supports that enable adults with intellectual disability to achieve a great life. These supports are imaginative, caring and directly inspired by participants. We know that positive, on-going change is possible for people when their strengths and dreams are the motivation behind it, and when we create the right opportunities.

Participants benefit from Araluen's robust partnerships and passionate, values-driven staff. We work with individuals to develop tailored pathways to greater independence, inclusion, and fulfilment.



OUR VISION

IMAGINING & ACHIEVING BETTER LIVES



OUR MISSION

INSPIRING, SUPPORTING & EMPOWERING PEOPLE TO HAVE GREAT LIVES



OUR SERVICES

5 DAY SERVICES

8 RESIDENCES

OPTIONS FOR COMMUNITY LIVING

SUPPORT COORDINATION

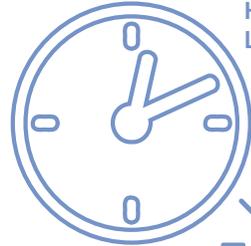
4 CHANCEZ CAFES

ART CONNECTS

our Quality Team invested over **250+ hours** preparing for Araluen's NDIS Quality Audit



Hours of group Supported Independent Living (SIL) support delivered **3,457 hours** per fortnight **24/7**



coffees brewed per month at Chancez Mill Park Library & Possum Hollow **613**



& completed internal audits at **3 day services** **3 residences**



524 hours individualised 1-1 support per fortnight



conducted an energy audit and obtained funding to action recommendations that will lead to a cleaner, greener Diamond Creek service. Actions will result in:

36 people live in the residences where we deliver support



90 permanent support staff make up our dedicated residential team (plus casuals)



26 tonnes saved per year



93% of energy needs from the sun



\$4,166 saved per year

8 we operate **different models of choice-driven housing**



Options for Community Living generated over

\$9 million in revenue



our People & Culture Team made work easier for staff with a new online system to house information, access flexible training and perform everyday tasks - all in one place!





OUR BOARD

ARALUEN'S VOLUNTEER BOARD AND COMMITTEE MEMBERS GENEROUSLY CONTRIBUTE INVALUABLE EXPERTISE, PASSION AND EXPERIENCE IN THEIR LEADERSHIP ROLES.



BOARD MEMBERS

2021 - 2022 financial year

Larissa Roeske

Chair

Jim Pasinis

Deputy Chair

Ray Hair

Treasurer

Ian McMenamin

Liz Mildenhall

Andrew Newland

Bruce Martyn (July - October)

Julie Watson (July - November)

OUR PEOPLE

OUR LEADERSHIP 2021 - 2022 financial year

EXECUTIVE LEADERS

Tamara Cattach
- Chief Executive

Dan Gleeson
- Chief Operating Officer
& Company Secretary

GENERAL MANAGERS:

Belinda Papa
- People & Culture

Joshua Brouwer
- Quality, Safety & Practice

Helen Ryan
- Community Participation

Penny Kendall
- Options for Community Living

Ross Coverdale
- Strategy, Growth & Innovation

BOARD ADVISORY COMMITTEES

FINANCE, RISK & AUDIT

- Oversees Araluen's financial performance, budget process, external quality audit and risk governance.

Ray Hair - Acting Chair

Julie Morgan - Executive Officer

Tamara Cattach

Dan Gleeson

Edda Lyons

Helen Ryan

Ian Mc Menamin

Jim Pasinis

Larissa Roeske

Penny Kendall

QUALITY & CLIENT SERVICES

- Ensures a high level of service delivery to participants, that Araluen meets safety and compliance requirements and oversees care governance.

Bruce Martyn - Chair

Joshua Brouwer - Executive Officer

Tamara Cattach

Alison Elliot

Julie Watson

Larissa Roeske

Liz Mildenhall

Tom Clarke

STRATEGIC INITIATIVES & INVESTMENTS

- Develop and monitor strategic plans, oversee assets and investments, assess and monitor partnership arrangements and the external operating environment.

Ray Hair - Chair

Ross Coverdale - Executive Officer

Tamara Cattach

Bruce Martyn

Dan Gleeson

Ian McMenamin

Larissa Roeske

Linda Peterson

Peter Mildenhall

OUR NETWORKS

PARTICIPANTS, FAMILIES & CARERS NETWORK

- Provide information and gather feedback while educating participants and families about quality and services at Araluen, advocacy, NDIA changes and plan management.

Araluen participants, families and carers

Tamara Cattach

Helen Ryan

Josh Brouwer

Penny Kendall

HOUSING NETWORK

- Host housing support forums and undertake activity to inform, educate and connect participants and their families as they explore and plan future housing options.

NDIS participants, families & carers

Tamara Cattach

Jenny Tomlin

Liz Mildenhall

Penny Kendall

Ross Coverdale

TREASURER'S REPORT: YEAR ENDED 30TH JUNE 2022

I am pleased to report Araluen remains in a financially stable and healthy position.

We have reported an operating loss of \$1.2m for the 2022 financial year. This reflects the difficult environment we have continued to experience with respect to the impact of the pandemic and ongoing changes in the funding of disability services. This ongoing uncertainty has again required resilience and innovative solutions on the part of Araluen staff and participants.

Whilst our operational activities currently continue to require funding in excess of NDIS receipts, Araluen has the financial reserves, strategic plan and committed team to navigate these challenges. Our commitment to providing innovative quality services, that meet participant needs and safety, remains paramount.

In closing, I wish to acknowledge the hard work and commitment of the Araluen executive team and all staff in another challenging year.

Ray Hair



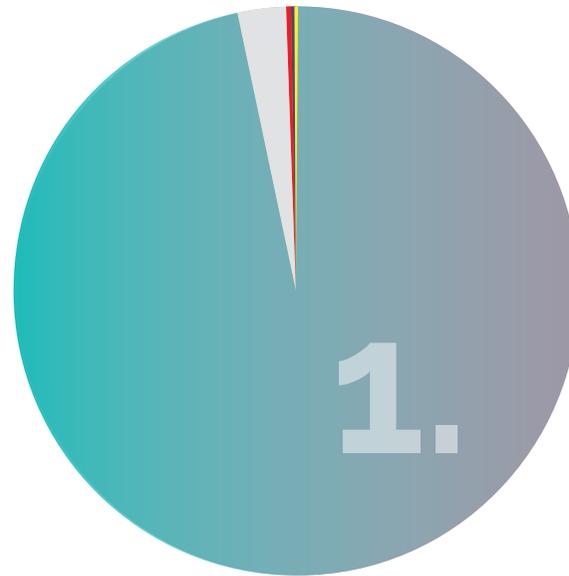
FROM RAY
OUR TREASURER

OUR FINANCES

FINANCIAL PERFORMANCE

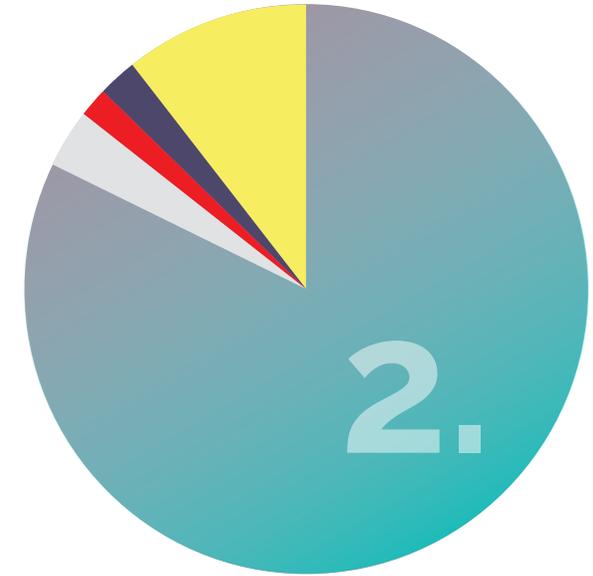
The COVID-19 health crisis continued to affect our ability to safely deliver services to our participants and subsequently our ability to trade at our optimum level.

A net loss of \$1,243,942 was recorded for the year ended 30th June 2022. (our prior year surplus of \$1,118,774 included JobKeeper funding \$4,150,000). During the year, land and buildings were revalued resulting in a comprehensive loss for the year of \$316,287.



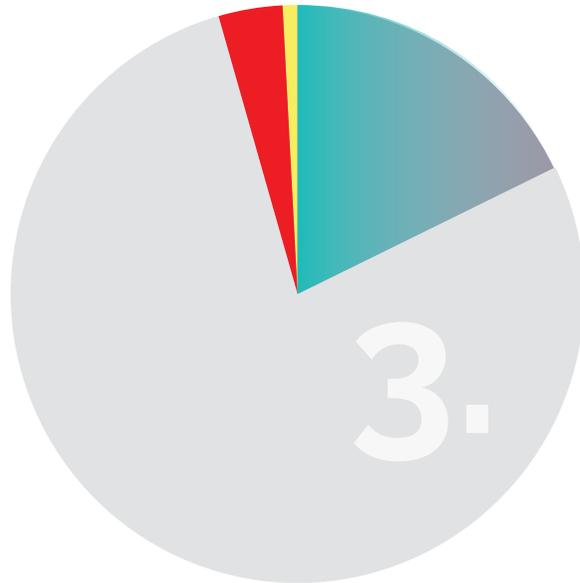
1. Income 2021-22

Participant Fees	\$15,341,000
One-off Provider Payment	\$437,000
Cafe Sales	\$57,000
Donations & other funding	\$11,000
Interest received	\$8,000



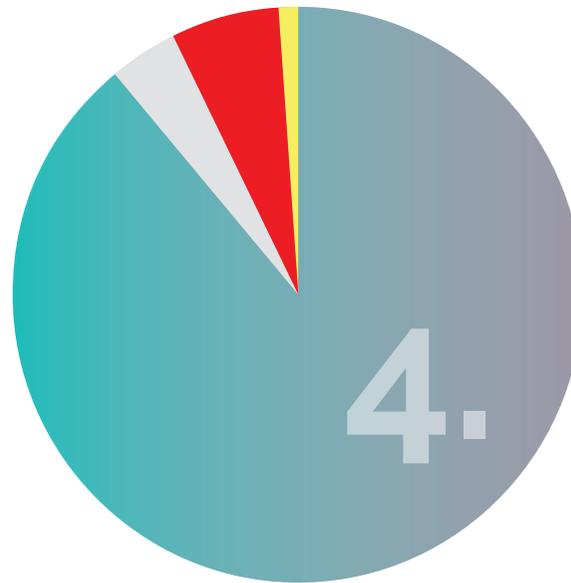
2. Expenditure 2021-2022

Employee Benefit Expense	\$14,065,000
Depreciation	\$606,000
Client Services Expense	\$255,000
Maintenance & Repairs	\$387,000
Other	\$1,784,000



3. Assets*

■ Cash & Financial Assets	\$4,921,000
■ Non-Current Assets	\$21,555,000
■ Trade & Other Receivables	\$963,000
■ Other Current Assets	\$205,000



4. Liabilities and Equity*

■ Equity	\$24,588,000
■ Trade & Other Payables	\$1,082,000
■ Employee Provisions	\$1,734,000
■ Other Liabilities	\$240,000

FINANCIAL POSITION

Cash and Financial Assets have decreased by 7.8% compared to the prior year.

This is due to incurring a loss for the year together with significant investment in our IT systems and offset by a one-off provider payment received from NDIA of \$437,000.

*as at 30 June 2022

OUR THANKS



FINANCIAL SUPPORTERS

Powering Communities Program
- The Australian Government,
Department of Industry,
Energy & Resources

ELMO Software
The Araluen Foundation
Rotary Club of Diamond Creek
David Rodonich
Glennis Page
Karin Glaser
Beryl Quantock





SUPPORTERS

Able Australia
 All Saints Anglican Church Greensborough
 Araluen Foundation
 Banyule City Council
 Banyule Community Health
 Banyule Nillumbik Technical School
 Centorrino Technologies
 Chris Heffernan and the Quilter Club
 City of Whittlesea
 Darebin RSL
 Diamond Creek Men's Shed
 Diamond Creek Rotary Club
 Diamond Creek Tram Cafe
 ELMO
 Eltham Rural Group
 Hon. Danielle Green MLA
 Hon. Kate Thwaites MLA
 Hon. Vicki Ward MLA
 Hume Whittlesea Local Learning and
 Employment Network
 Hurstbridge Football Netball club
 Dr Ian Sharrock
 Illowara Housing
 Irabina
 JF Mobile Mechanics

Joseph Connellan
 Ken Whiteman
 Melbourne Polytechnic
 National Disability Services (NDS)
 Nillumbik Shire Council
 NorthLINK
 PwC (previously Greenwoods &
 Herbert Smith Freehills)
 Quest Apartments Bundoora
 RMIT
 Rosanna Tennis Club
 Secure Housing
 The Universal Improvement Company
 Uni Hill Conference Centre
 Univeristy of Melbourne
 - Dr Kirsten Day
 University of Melbourne
 - Dr Andrew Martel
 University of Melbourne
 - Prof Keith McVilley
 University of Melbourne
 - Prof Illan Weisel
 Western Australian Institute of Sport
 Y Inclusion
 Yarra Plenty Regional Library Service



ARALUEN

Imagining and achieving better lives



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www.araluen.org



admin@araluen.org



[vimeo](#)



Araluen acknowledges the traditional owners of the land upon which we work and pay respect to Elders past and present.