



Annual Report 2018-19

Contents

Vision & Mission	2
Our Values.....	3
Who We Are.....	3
Board of Directors	4
Chairperson's Report	6
CEO's Message	8
Strategic Priorities.....	9
Participant Outcomes	10
Advocacy and Community Engagement	12
Organisational Strength	14
Financial Report	17



Our Vision

That each person with a disability experiences a life of value to themselves and to others.

Our Mission

To provide person-centred services including high quality accommodation, meaningful life experiences and community interaction enabling a life of value tailored to each individual and their abilities.

Our Values

Choice

We enable choice and a person-centred approach in everything we do.

Respect

We respect each other and every person's right to contribute in their community.

Accountability

We care and are accountable for our actions and decisions for client support and Cram's long-term future.

Integrity

We approach our work with honesty and transparency.

Empathy

We acknowledge and value every individual's perspective.

Who we are

WHY WE EXIST

Cram exists to provide people with complex disabilities the chance to live in comfort, safety and to reach their full potential through their everyday experiences.

WHO WE SUPPORT

People with complex disabilities, their families, carers and the communities in which we operate.

WHY WE ARE VALUED

We offer people with a disability a home, meaningful life experiences and community interaction that provides value to the individual and their families.

We're relied upon to provide home environments that provide a sense of belonging, comfort and are centred on the needs of the individual residents.

We have a passionate and caring spirit and are recognised in the community for our advocacy in enabling participation in everyday life and inclusion for all. We support people to have a life of value that is tailored to them and their abilities.

WHY WE MATTER

We're a leading provider in the region that specialises in high complex care for people with disabilities.

We are a reputable and sustainable organisation originally established by compassionate and caring community members and still hold to that same foundation today. We have grown from strength to strength and now provide life experiences and belonging for our people enabling individuals to live a life of value and new experiences that are meaningful to them.

Our Board of Directors



Linda Wright

Chair (Dec 16), Appointed 09/03/2009: Practice Review Committee Chair

Linda joined the Board in 2009 and became Chair in 2017. Linda retired as a solicitor in 2018 having practised law for 37 years and been a partner in an Illawarra based firm for 27 years. Her principal area of practice was Family Law. Linda served on the Management Committee of the Illawarra Community Legal Centre for 25 years and is a past President of the Illawarra and District Law Society. She currently serves on the Social Science Ethics Committee of the University of Wollongong and has held executive positions on two school P & C Committees. She is currently the chair of Cram's Practices Review Committee and it's Culture Committee.



Bill Dowson OAM

Deputy Chair (Nov 18), Appointed 02/02/2017: Risk & Audit Committee

Bill joined the Board in 2017 and brings significant business and entrepreneurial experience, having both developed and acquired small businesses in the hardware, self-storage and document management sectors. Bill's community roles have included Salvation Army Red Shield Appeal, Rotary, Illawarra Sports Stadium Trust, Illawarra basketball and Illawarra Academy of Sport. Bill is a member of Cram's Risk & Audit Committee and became the deputy Chair in November 2018.



Dale Cairney

Chair (Dec 16), Appointed 09/03/2009: Practice Review Committee Chair

Dale joined the Board in 2015 and brings with him expertise in financial management and quality governance. Dale is currently the Deputy CEO of a not-for-profit organisation, is a Graduate Member of the Australian Institute of Company Directors and of CPA Australia. Dale's community roles include on the Board of WEA Illawarra and various past roles chairing community events with the Cancer Council, including 3 years Illawarra Relay for Life.



Richard Walsh

Appointed 13/10/2017: HR & Remuneration Committee Chair

Richard joined the Board in December 2017 and brings with him a wealth of experience in human resources and industrial relations across a number of industries. Richard is currently the Head of People & Culture Operations for a large aged care and seniors living organisation (IRT Group) and is also a member of the University of Wollongong HRM Advisory Committee. Richard has previously been a director on the board of IRT and he is the Chair of the HR and Remuneration Committee.



Patrick Roberts OAM

Appointed 23/05/2000: Risk & Audit Committee, HR & Remuneration

Patrick joined the Board in 2000 and became Chair shortly afterwards. He was awarded an OAM in 2017 for services to the community including the disability sector and Rotary, where he was a Past District Governor. Patrick retired from the workforce following a career in the banking industry where he held senior roles in Communications, Chief Manager Investment Advisory Services and Regional Manager Banking. Patrick is a member of Cram's HR & Remuneration and the Risk and Audit Committees. Patrick stood down as Chair in December 2017 and remains on the Board as a Director.



Dr Melinda Williams

Appointed 15/08/2014: Practice Review Committee

Melinda joined the Board in 2014 and brings a background in nursing and public health. Melinda has a PhD in Public Health and is currently the CEO of leading health insurer Peoplecare. Melinda is a Member of the Illawarra Shoalhaven Practice Research Network Strategic Advisory Group and is a Graduate Member of the Australian Institute of Company Directors. Melinda is a member of Cram's Practice Review Committee and held the role of Deputy Chair from December 2017 to November 2018.



Jessica De Angelis

Appointed 19/10/2018: Practice Review Committee

Jessica joined the Board in 2018 and brings a background in strategy, communications and governance having worked across education, finance, health and government sectors from local start-ups to national and international ASX listed companies. She is a Board Director of Regional Development Australia Illawarra and is currently employed by NSW Health. Jessica has an Executive Master of Business Administration from Sydney Business School and is a Member of the Australian Institute of Company Directors. Jessica is a member of Cram's Practice Review Committee.



Karen Burdett

Appointed 11/07/2018 CEO & Company Secretary

Karen became CEO in July 2018 and brings over 14 year's experience in senior roles working within Australia, Asia and New Zealand across a range of industries. Karen's expertise is in Strategic Planning, Innovation, Business Growth, Marketing and Communications within Corporate and Not for Profit sectors. Karen is passionate about delivering excellence in client service and collaboration across community, government and industry. She holds a Masters of Business Administration with Sydney Business School, a Graduate Certificate in Marketing and is a current member of the Illawarra Business Chamber Regional Advisory Committee.



Chairperson's Report

The Cram Foundation's new CEO Karen Burdett commenced her role in July 2018 and it is safe to say she has had an extremely busy and challenging year but hopefully a rewarding one.

Karen gives all of her considerable talents to her role and in her short time with Cram has become highly respected by staff, families and participants. Her dedication and expertise are consistently demonstrated and the Board recognises and appreciates the work she has undertaken this year in ensuring Cram continues to meet the Board's goals of sustainable growth and high quality person-centred care. On a lighter note Karen's win in the first Ables CEO sing off must be mentioned.

The Board's Three Year Plan which was set in June 2018 continues to be monitored and progress assessed. The Board meets bi-monthly and receives the benefit of detailed reports from the CEO and its various sub-committees. Much of the detailed work undertaken by the Board arises from those sub committees being HR and Remuneration, Audit and Risk and Practices Review. Each Board member serves on at least one of those committees and they play an integral role in the governance of Cram.

During the year Cram was fortunate to secure the services of Jessica De Angelis who joined the Board as a Director. Jessica has significant skills in the area of policy development and implementation and has brought that knowledge and insight to the Board and to the Practices Review Committee.

At the Annual General meeting in November 2018 all existing Directors stood for re-election and were duly elected. Melinda Williams stood down as Deputy Chair and William Dowson was elected unopposed to that position. Both Melinda and Bill have been of great assistance to me while serving as Deputy Chair and I thank them for that assistance.

Notwithstanding that our new home in Nowra commenced operation in the last financial year it was not until the 2018 – 2019 year that all participants received approval for the Specialist Disability Accommodation funding (SDA) which was the commercial basis on which the home was established and formal agreements were then able to be put into place. The one bedroom villa which forms part

of the Nowra complex was also completed and occupied under an SDA arrangement marking the successful finalisation of Cram's first foray into SDA. The Board recognises the enormous amount of work which was undertaken by the CEO and staff to establish those homes and to meet the requirements which ensured SDA funding was available. That work stood the organisation in good stead as we moved forward into partnership with another SDA provider/developer in the construction of a new home at Wongawilli into which three participants moved in late 2019.

“In a challenging operating environment it takes a commonality of purpose for organisations like ours to not just survive but to thrive.”

Cram continues in discussions with developers and is looking at other opportunities as they arise which may match the Board's goals of sustainably increasing the number of high needs participants to whom Cram can provide accommodation and/or services in accordance with the statutory guidelines of the National Disability Insurance Scheme. The Board will consider each opportunity as a separate business case but in line with overall strategy.

In April 2019 the Commonwealth Government announced the establishment of a Royal Commission into Violence, Neglect and Exploitation of People with Disability. The Commission has been tasked with enquiring and making recommendations and as at the date of this report hearings have commenced. Cram supports the establishment of the Commission and its goals. The Board, CEO and Senior Leadership team have commenced preliminary preparations to ensure we closely follow the developments and requirements of the Commission in the event Cram receives an invitation to provide a submission.

The Board continues to support the changes being made at an operational level to ensure appropriate person-centred care is provided to all our participants and I wish to thank all the staff who have embraced this philosophy and who work to improve their understanding and implementation of this type of care. On a group level those efforts have included:

- a. An organisational wide Culture Project which engaged staff and family feedback via surveys and focus groups which led to revitalisation of Cram's Values: Participant Focus, Accountability, Respect, Integrity and Empathy;
- b. Undertaking Person-Centred Holistic Training (Directors also undertook a modified version of this training);
- c. The formation of a staff led Culture Committee which is chaired by the Board Chairperson and ensures an appropriate flow of ideas and information between staff and Board;
- d. Implementing innovative Community Participation sessions including Cram Jam music and Cram Men's Club; and
- e. The formation of a Client Enrichment Committee which aims to improve the choices and liveability of our participants and which has run a number of very successful events.

The Board supports and applauds all of the above initiatives.

Our dedicated staff have also given their own time to accompany participants to events such as the Cram Family Fun Day and the Australia Day Fireworks at Wollongong Harbour. Most of the Directors were able to attend the Fun Day and I was privileged to be invited to the Fireworks. As a Board we recognise the importance of seeing Cram at work and being seen by staff, participants and families.

At the instigation of the CEO, Cram sponsored the Accessible Area for the Fireworks for the first time which not only gave our participants and families the opportunity of attending but also helped raise awareness of Cram in the wider community. The logistics which went into the transport and care of our participants on that evening were mind-boggling but managed with humour and good grace

and the excitement and pleasure which was afforded to our participants was a delight to observe.

This year also saw the even greater logistical challenge of relocating nine participants and staff to respite accommodation while various necessary repairs were carried out to two properties. While this was of course operational and not a Board undertaking I mention it because the Deputy Chair and I together with the CEO were invited to a BBQ arranged and provided by the participants and staff at the respite premises. It was wonderful to see how much the participants were enjoying their "holiday" and I wish to thank all the staff who worked so hard to ensure this necessary temporary relocation was an enjoyable and not a stressful experience for our participants.

On a final note the Board was very pleased with the financial result for 2018 – 2019 which could not have been achieved without all levels of the organisation pulling together. In a challenging operating environment it takes a commonality of purpose for organisations like ours to not just survive but to thrive.

Thank you to my fellow Directors' Dale Cairney, Jessica De Angelis, William Dowson, Patrick Roberts, Richard Walsh and Melinda Williams for their ongoing commitment to the good governance of Cram; to our CEO Karen Burdett and to each and every member of our staff for their dedication; to our families for the love and support they provide to our participants and to our participants for being the wonderful and inspiring people that you are.

Linda Wright
Chairperson

CEO's Message



I am extremely honoured to join this renowned organisation that has spanned over 87 years in providing services to people living with a disability.

I would like to recognise the work of the previous CEO Gareth McKeen during his tenure and am proud to now have the opportunity to lead this wonderful organisation through its next phase. I am also very grateful for the warmth, support and acceptance of the Cram Board of Directors, our staff, participants and their families.

2018-19 commenced with the establishment of Cram's new three year strategic plan which has reinforced our purpose and objectives surrounding service quality, sustainable growth, innovation and inclusion and person-centred approach. These strategic objectives have been the foundation of Cram's focus and operational delivery throughout the year. It has been an extremely productive time as Cram has settled into its 2nd year under the National Disability Insurance Scheme. After the Board and management's preparation for the implementation of the scheme, I am proud to say that the Cram team have delivered a range of operational process improvements and initiatives that have further enhanced our strength under the NDIS.

"I want to sincerely recognise all of our staff, our participants, their families and carers, our supporters and volunteers, and our supportive Board of Directors who have worked so hard together to achieve such positive results over the last year."

Cram have additionally been working on several exciting new initiatives and collaborations which will further extend our specialist disability accommodation and provide new opportunities for people with high support needs to live independently.

We've worked hard to provide guidance and assistance to the people we support to achieve the best possible outcomes under the NDIS. Our reviews in the pre-planning process for NDIS and our pathway of support framework has been a key tool to assist in the required preparations for NDIS planning meetings and articulating each participants specific needs and goals.

Cram's financial position this year has seen a significant revenue increase from NDIS funding as we have taken on new participants and provided additional services and support, delivering a surplus result. These results are also in part related to outstanding payments from supported independent living from the prior year and also a result of operational improvements surrounding cost efficiencies and enhanced processes for claiming.

Overarching all of our work has been a renewed focus on Cram's culture. Our dedicated Culture Project has been the stimulus for improved engagement with our staff. Our staff are at the centre of our organisational success and ensuring the quality of our person-centred support and we have focused heavily in the past year on a range of initiatives to help our staff grow, develop and flourish.

I want to sincerely recognise all of our staff, our participants, their families and carers, our supporters and volunteers, and our supportive Board of Directors who have worked so hard together to achieve such positive results over the last year. I look forward to another productive year in 2019-20 and continuing to deliver on our strategic purpose.

Karen Burdett
CEO

Strategic Priorities



Certainty in Delivery

Cram ensures quality of service delivery through new initiatives to strengthen our Culture, embedding a framework of group-wide policies, making informed decisions through data and insights, improving core systems and building capacity of our people through training and recognition.



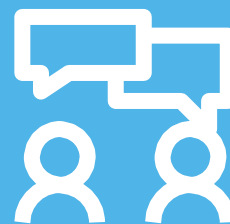
Sustainable Growth

Investment in current growth and expansion within supported independent living services and disability accommodation for people with complex disabilities is the backbone of Cram's sustainability and longevity for the long term.



Innovation & Influence

Cram influences and advocates for people with complex disabilities through service innovation, diversified income streams, research and policy and collaboration to drive inclusion and empowerment.



Customer Centricity Under NDIS

Cram puts client experience and outcomes at the heart of everything we do, leveraging client feedback and the pillars of the NDIS quality safeguards and sustainable funding.

Participant Outcomes

In 2018/2019, The Cram Foundation has further refined its person-centred service delivery under the NDIS ensuring our participants can live their best life.

Moving into the 2nd year planning cycle, in the past year, Cram engaged closely with participants, their families and guardians to work towards the attainment of their NDIS goals and outcomes. Throughout the year, Cram refined the planning process with families and participants to assist them in developing the best plan possible for their needs, with a clear focus on exploring new options and developing the capacity of our people with new experiences.

The Cram Foundation continued to provide the service of Supports Coordination with a focus on enabling access to Supported Disability Accommodation, Supported Independent Living, access to a range of Community Participation and skills and independence building. Support Coordination is an NDIS funded activity designed to assist participants make the most of their NDIS funding and connect with relevant service providers to reach their goals. In the past year Cram has brought on another four new Support Coordination clients. Throughout the year Cram's Support Coordinator assisted participants to access multiple pieces of new equipment such as new wheelchairs, specialised seating and communication tools that has assisted participants to gain greater capacity.

Delivery of service to Cram's independent community clients has also been a significant role part of the year where clients have been able to live independently through the care and support of our workers. Many participants learnt new skills through the introduction of new activities that have promoted independence and inclusion.

Cram's expansion of Supported Independent Living within Nowra with a new 1-bedroom villa has brought about new opportunities for a long-term existing client seeking independent housing. Staff, clients and their families celebrated the launch of this service into the region and the opportunity for the empowerment and further enrichment of our clients under Cram's services. Cram continues to work towards the goal of strategic growth and enabling independence and built for purpose housing for new NDIS participants. In line with our purpose to deliver more supported living opportunities to people living with complex needs, Cram has engaged extensively with a number of participants with a goal to live independently and who are seeking housing. Cram has invested considerable time in providing education and support to these prospective participants to help make these goals a reality. Through the collaboration of partnerships with a number of developers, Cram is in an exciting and intensive planning phase of several new housing developments that will help bring these goals to fruition.

We are proud to have launched two new Community Participation programs in the year. "Cram Jam" is an innovative music program (an idea of one of Cram's committed disability support workers) that engages participants to play instruments and enjoy an interactive musical and sensory experience. Additionally, Cram established a pilot Men's Group aimed to give Cram's male participants the chance to enjoy dedicated activities with other males including bush adventures, horse races, woodworking, air museum visits and more. Cram also



experienced significant growth in service delivery of Community Participation based services and acquired two new in-home support clients.

Cram have created opportunities throughout the year that are meaningful, engaging and based on participant interests and needs. During the year participants supported by The Cram Foundation took part in many community activities such as ABLES disco and the inaugural CEO Sing Off with Cram taking winning the title thanks to the support of all who attended on the night.

Cram continues to work towards the goal of strategic growth and enabling independence and built for purpose housing for new NDIS participants.

The Stanwell Park Sea Eels Winter Swimming Club who are wonderful supporters of Cram held their annual activity day for the participants, families and support workers with the theme of under the sea raising \$2000 for the organisation. The continued support and kind donation enabled Cram to run a Fun Day for participants, Cram Board members, staff and their families which was a wonderful day of celebration and enjoyment. Due to the events success, a subsequent day was held with another local not for profit organisation Riding for the Disabled. Participants enjoyed time spent with Shetland ponies and assistance dogs from the Pets as Therapy group, along with sensory tents and music.

Through the engagement and support of Cram support workers, participants had many opportunities to share first time experiences at events such as the Wollongong Colour Run, Jamberoo Music Festival and more. Cram's staff have also worked closely with participants to experience activities including fitness programs and personal training to enhance independence, health and wellbeing. Additionally, Cram assisted one entrepreneurial participant with commencing her goal towards establishing her own business. Volunteering and work opportunities have also been a highlight for some who have been aided by Cram support workers with one long standing participant retiring his supported employment as a major milestone.

As part of Cram's refurbishment of some bathrooms within two homes during the year, Cram used the project as an opportunity for the participants to have an extended break in a more independent living setting in the Shoalhaven. The temporary relocation proved to be extremely rewarding for the participants who enjoyed a new routine and worked on their capacity building skills in the new environment.

Advocacy and Community Engagement

Cram has engaged a range of stakeholders across the broader Illawarra and Shoalhaven community in 2018/19 year and have been part of the consultation for the Disability Inclusion Action Plans for both Wollongong and Shellharbour Councils. This has given Cram a positive opportunity to advocate for greater accessibility and inclusive communities across the area.



Cram has become a committee member of the Shoalhaven Disability Forum and continues to be an active member of the Illawarra Disability Alliance and advocates for the industry. Cram participated in a dedicated Rally attended by over 400 people in November which called for more pragmatic decision making and operationalisation of the NDIS which brought together over 15 local disability providers to fight on behalf of the families and participants.

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Cram also volunteered at the Bridge the Bridge Event to raise awareness of inclusivity and highlight the importance of accessibility for all people in our community.

Cram's CEO has actively engaged with politicians from all levels of government in the year with Cram hosting a dedicated briefing and CEO forum with Paul Fletcher, the former Federal Minister for Disabilities as well as regular meeting with Illawarra and Shoalhaven's local politicians.

Cram has contributed to a number of policy papers through joint submissions as well as a dedicated submission to the Federal Joint Standing Committee on the NDIS.

Cram's CEO and Senior Leadership Team have regularly attended Illawarra Networking Connection Dinners, Industry events through the peak body of the NDS, Business Chamber events and worked with a number of external stakeholders including Councils, Regional Development Australia, the University of Wollongong and the Illawarra Centre for Enablement.

For the first time, Cram was proud to sponsor the accessible viewing area of The City of Wollongong's Australia Day

activities at Belmore Basin. This was a unique chance for the participants of Cram to enjoy the festivities and for many the first time to experience the wonder of fireworks. Cram has committed to supporting the viewing area again for the coming year in addition to the 2020 New Year celebrations.

Through the year Cram increased its community engagement and exhibited at a range of Expos and events in the Disability sector which provided a platform to promote our range of services including new Specialist Disability Housing. Some of these events include the IDO exhibition, SDA events with Summer Foundation in Penrith and Sydney and Melbourne, and multiple education events with the NDIS and NDS.



Organisational Strength

The 2018/2019 year was an extremely productive year of investment and new initiatives that align to our strategic objectives surrounding organisational culture and workforce development, service quality, growth and financial sustainability.

Quality and Accreditation

Cram ensured our quality of care passing the surveillance audit of accreditation in December 2018 to the Attendant Care Industry Standards with zero non-conformances. In October 2019, Cram will undertake the first component of the new assessment under the NDS Quality and Safeguards Framework which involves a comprehensive self-assessment of our core modules of service delivery. Preparation for this inaugural self-assessment is underway. This will follow Cram's full audit under the new quality safeguards in March, when Cram will undertake a joint review of this new framework alongside the full certification for the Attendant Care Industry Standards.

In 2018/19, a suite of new organisational policies surrounding culture, safety and participant services along with related procedures and supporting documents were launched in alignment with the changes to legislation and standards applicable to the Disability Industry and NDIS Quality and Safeguards framework.

Staff Development and Education

Cram heavily invested in employee training and development in the past year, kicking off an organisational wide Culture Project. This project heavily involved staff engagement through surveys, meetings and a series of dedicated workshops which resulted in the revitalisation of new organisational values.





In line with the new NDIS Code of Conduct, Cram staff completed the NDIS Worker Orientation Module, a disability industry standard issued by the NDIS Quality and Safeguards Commission and Cram.

Cram recognised the strengths of key staff members and established opportunities for cross skills development enabling support staff to grow and utilise different skills.

To enhance the enablement of person-centred services, Cram worked together with The University of Wollongong Professor Shoshana Dreyfus to develop a unique and innovative program of training centred of holistic person-centred approach to our support of Cram participants.

The Cram Values, the Holistic Person-Centred service model and NDIS Code of Conduct are the foundational elements of of Cram’s quality and service framework.

The Cram Foundation also had a focal point on other training initiatives and this year offered subsidised First Aid training. Additionally, Cram reinforced its training delivery on key competencies and its medication administration process to mitigate the occurrence of medication incidents.

Staff have completed face-to-face medication training in an improved process, completed an online training module and have been provided various support materials and tools and medication is a mandatory agenda item for every team meeting.

In the 2018-19 year, Cram had a strategy to reduce casualisation and increase its permanent workforce, reducing casualisation from 20% to 10% over 12 months and has a growing workforce. The increase in workforce is due to Cram’s strategic growth objectives and the sectors growth due to NDIS demand has increased Cram’s cycle of recruitment dramatically over this past year.

To enhance team work and collaboration, Cram teams participated in team bonding sessions, completing various activities in the community inclusive of camping, breakout room challenges, bowling and dinner. To encourage inclusion, collaboration and staff contribution, frequency of team meetings were significantly increased to enable employees greater opportunity to contribute to group discussion and share feedback and suggestions from the workplace.

Cram introduced a ‘Step Up’ program, an initiative for employees to gain further skills and experience to grow professionally. Four employees experienced this opportunity in the 2018-19 financial year. Cram aims to afford other employees the opportunities to upskill and expand their career prospects in the future. Cram recognised the strengths of key staff members and established

opportunities for cross skills development enabling support staff to grow and utilise different skills.

This financial year has seen an improved communication and engagement strategy in action. Cram now issues various communications to staff through electronic avenues and dedicated face to face CEO briefings regarding the organisational progress and industry information.

Cram CEO also participated as a Mentor in the external Leadership Illawarra program which aims to enhance the skills of the regions next generation of Senior Leaders.

Committees

Cram established four new committees in 2018 inclusive of a Joint Consultative Committee (JCC), the Work Health and Safety Committee, the Client Enrichment Committee (CEC) and the Culture Committee. The intention of all four committees is to engage contribution from Cram employees and being heard in matters that affect them.

The JCC involves Cram Management, the Health Services Union and employee union representatives. This committee meets on a quarterly basis to discuss any industrial areas of concern and implement actions to resolve.

The Work Health and Safety Committee involves disability support workers across varying sites. This committee meets on a quarterly basis to review incidents, hazards or any areas of risk to implement strategies to minimise risk and maximise safety of all stakeholders.

The Client Enrichment Committee (CEC) is made up of Cram's disability support workers who collaborate on ideas to facilitate activities or resources aimed at enriching the quality of life of our participants. The CEC have run various initiatives to raise funds inclusive of raffles, a pie drive and a community-based BBQ. The Committee has also organised two large events for participants, employees and their families inclusive of the Cram Fun Day and a successful submission for a government grant to establish person-centred ideas such as a sensory garden at one of the group homes.

The Culture Committee is led by the Chair of the Cram Board and is committed to the continued development of a positive and transparent workforce culture and directly

contributing to matters regarding the organisation's Culture related initiatives.

Leadership Team

The Cram Foundation leadership team has undergone structural changes including the commencement of new CEO Karen Burdett in early July 2018 and update to key roles including the establishment of a Manager of Quality and Service Excellence, Manager of Client Services and People and Culture Business Partner. Cram also introduced five new Team Leaders to the team, two of whom were grown internally and a further three joining from other disability sector with all proving their strengths and contribution to the management team. A dedicated role of Supports Co-ordinator and Community Engagement was created to meet the growing demand of services.

Recruitment and Induction

Throughout the year Cram reinvigorated its recruitment and induction strategy which includes updated content and a dedicated volunteer shift prior to gaining employment. This strategy aimed to reinforce staff retention and Cram aims to lead the way in employee induction in the industry.

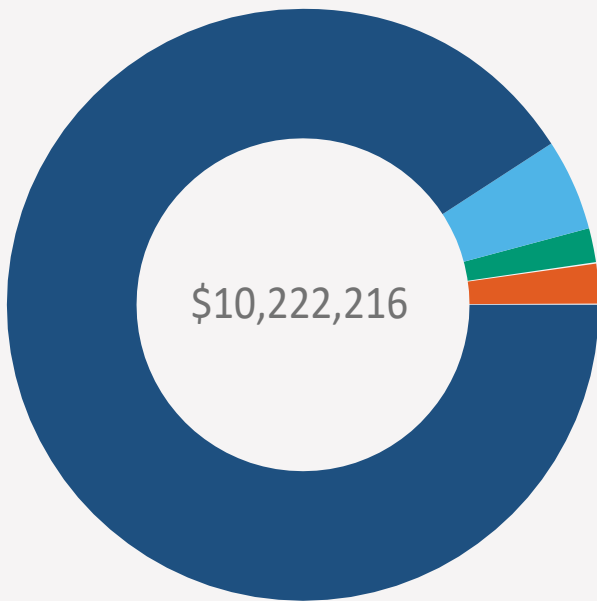
The induction program has also been revised to include various trainings inclusive of medication administration, person-centred training, health support and Code of conduct training to give the new employees the best opportunity to succeed in the workplace.

Staff Tenure

Cram proudly recognises long standing staff members with several staff members reaching significant tenure milestones inclusive of Chris Stevenson, Amy Scurr, Natalie Rubbo, Zoe Lawson, Leanne Gilbert, Scott Cheney, Anita Thompson, Kerrie Stone, Tanya Sorgsepp, Thomas Robinson, Maria Kennedy, Sonia Gibson and Valentina Stojanovska who reached 5 years of service. Sarah Tiyce, Joanne Willmott, Kylie Weaver and Gail Giblett attained 10 years of service this year, and Kathleen Kelly reached the incredible milestone of 25 years of service.

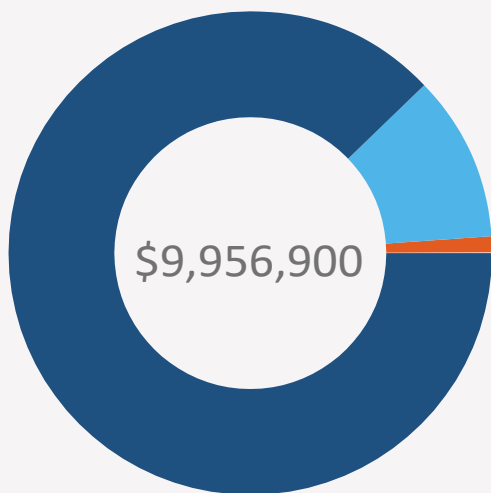
Financial Report

The financial year end 2019 produced an operating surplus of \$265,316 compared with Surplus of \$115,175 for 2018.



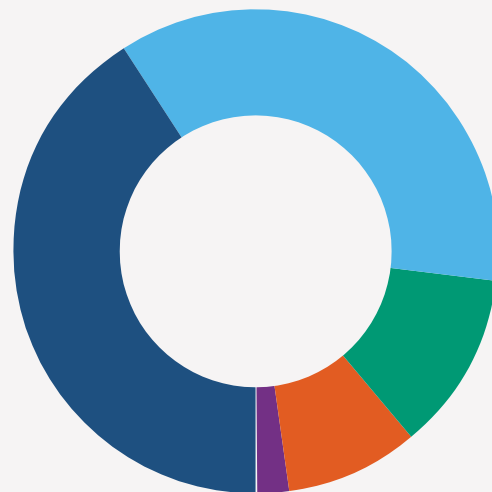
What We Earned

- NDIA funding 91% (\$9,295,353)
- Client Fees 6% (\$576,896)
- Interest earned, dividends and other 1.5% (\$170,617)
- Client insurance payments 1.5% (\$179,350)



What We Spent

- Employee expenses 88% (\$8,721,797)
- Operating expenses 11% (\$1,119,054)
- Depreciation expenses 1% (\$116,049)



Our Balance Sheet

- Current assets (primarily cash reserves) 41% (\$4,718,697)
- Equity 36%
- Current Liabilities 12% (\$1,422,052)
- Non-current Assets (buildings, motor vehicles and furniture/equipment) 9% (\$1,096,753)
- Non-current Liabilities 2% (\$214,334)

The working capital ratio (current assets to current liabilities) was 3.3



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