



Annual Report 2019-20



*Supporting people
with disabilities.*

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Our Vision

A world where each person with a disability can live their best life.

Our Mission

To provide person-centred services, high quality homes, meaningful life experiences and relationships tailored to unique individuals.

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 each person's 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

For over 88 years, 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 live their best life tailored to their unique 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 inclusion enabling individuals to live a life of value and new experiences that are meaningful to them.

About Cram

The Cram Foundation is a respected provider of person-centred services to people living with complex disabilities operating in the Illawarra and Shoalhaven region for over 88 years.

At Cram, we put our Participants at the centre of everything we do. We make a difference to the lives of the individuals and families we support by enabling choice, supported independent living and meaningful life experiences.

Cram History

The organisation was formed in **May 1932** as the Wollongong and District Society for Crippled Children at a time there were limited facilities within the Illawarra for children with physical disabilities. The organisation changed its name to The Illawarra Society for Crippled Children in **1964**.

In **1965** a house at 362 Crown Street was bequeathed to the Society following the death of Miss Martha Cram a volunteer and member of the Ladies Auxiliary.

The property, known as Cram House, was modified in **1971**, jointly from funds raised as result of the Lord Mayor's Appeal and Commonwealth Government funds and became 'The Illawarra Children's Hospital', caring for post-operative and orthopaedic patients.

In **January 1972** an adjoining cottage was purchased by the Society and renovated by West Wollongong Rotary Club and became a Special School for children with disabilities. The following year part of Cram House was used as a Day Care Centre. Both these services were later transferred to other community programs.

In **1974** Cram House closed and in **1975** re-opened as a 'Special Purpose Nursing Home', quickly filling to capacity to accommodate 26 children with severe disabilities.

In **1981** the Society established a community-based group home at Bellambi which provided accommodation for four children with disabilities.

In **April 1984** extensions to Cram House were built on adjoining land leased from the Education Department and later purchased by the Society. Funds for the extensions came from the community, mainly through a telethon on WIN TV and funds from the Commonwealth Government.



In **1999** the Society changed its name to The Cram Foundation.

Cram House became unsuitable for meeting the resident's needs and during **2002** and **2003** residents moved to 'group homes' in the Shellharbour area. These homes are located in the community and each accommodates small groups of residents staffed on a 24 hour basis.

Cram House was sold in **December 2006** with the proceeds retained by Cram Foundation to ensure support for people with significant disabilities would continue in the future. With the closure of Cram House the head office moved to Shellharbour.

In **2010** Cram Foundation became the service provider for two more homes, both in Albion Park. In 2011 Cram Foundation achieved external certification under the Attendant Care Industry Standards.

In-home care for people living in their own homes commenced in **2013** and later that year Cram began providing services to a number of clients for their Community Participation program. In **2014**, based on feedback from

family members of clients, The Cram Foundation won the Illawarra Business Award for Excellence in Customer Service.

In July **2017**, The National Disability Insurance Scheme rolled out within the Illawarra and Shoalhaven region impacting significant operational change and the provision of person-centred funding to all clients via personalised NDIS plans. The scheme enabled clients to set personal goals for their future. At this time Cram began to embark on the delivery of Support Coordination for Participants of the NDIS who sought assistance in engaging services.

In **2018**, after extensive research and collaboration with external investors, Cram opened a new home and 1 bedroom villa in the Shoalhaven region in Nowra.

In **2019/20** Cram has continued to expand providing services across four new homes which are a mix of purpose built homes and apartments. Additionally, Cram's delivery of Community Participation services, In Home support, Support Coordination and dedicated activity programs continues to grow and includes the development of new specialist disability accommodation projects to provide new housing to more Participants in the future.

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 its Culture Committee.



Bill Dowson OAM

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 currently the Chair 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

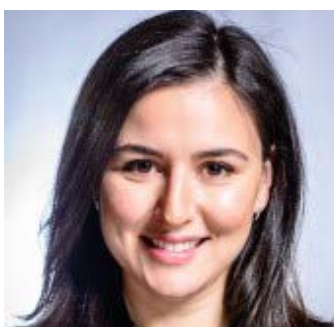
Patrick joined the Board in 2000 and became Chair shortly afterwards. He was awarded an OAM in 2017 for services to the community including the disability sector and Rotary, where he was a Past District Governor. Patrick retired from the workforce following a career in the banking industry where he held 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 15 years 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's Regional Advisory Committee.

Chairperson's Report



What a challenging and complex year 2019 -2020 has been.

The bushfires which directly affected our Nowra residents and staff, the floods which impacted Albion Park and COVID-19 which has significantly impacted all our lives stretched Management and Board skills to the limit and it is a credit to our CEO Karen Burdett, her Senior Management Team, Team Leaders and all our staff that Cram itself and especially our Participants came through the year relatively unscathed.

Although these unexpected disruptions have taken up a lot of time the Board continued to monitor and re-assess as necessary its Three Year Plan which was adopted in June 2018. Our Strategic Planning Day had been scheduled to take place on 21 March 2020 (just as the effects of COVID-19 really started to be felt) and occurred in a shortened format via video conferencing, however due to the uncertainties and unknowns presented by COVID-19, any significant long term decisions were postponed and a further Planning Day is now to occur in December 2020.

The Board has continued to meet bi-monthly and the Board's Sub Committees have also met in accordance with their timetables and provided the usual detailed reports and recommendations to the Board. Those meetings have all maintained strict social distancing requirements and have occurred where necessary either by phone or video conferencing. Each Board member serves on at least one

Sub Committee and those Committees play an integral role in the governance of Cram.

At the Annual General Meeting in November 2019 all Directors stood for re-election and were duly elected. Linda Wright and William Dowson were both re-elected to the positions of Chair and Deputy Chair respectively.

2019 – 2020 has seen a continued increase in the growth of Cram in line with the Board's Strategic Plan.

Cram was selected to provide

"The Board recognises the enormous role all staff have played during all the crises which have been experienced in 2019 – 2020."

Supported Independent Living services (SIL) to two new Participants in a new apartment in Dapto. Cram took the opportunity to purchase another apartment in the same building given its suitability as Specialist Disability Accommodation (SDA) and is now providing SIL to further Participants in that accommodation thereby providing some economies of scale.

Our partnership with an SDA provider/ developer for the construction of a purpose-built home at Wongawilli

which was foreshadowed in the Chair Report for 2018 – 2019 came to fruition and three Participants took occupancy of that home in late 2019. A very successful housewarming event was held with many Board members in attendance. We were able to speak to Local, State and Federal politicians who were in attendance and showcase the quality of accommodation to which Cram aspires for all its Participants.

During the year the Board also approved further partnerships with SDA providers in Nowra and Albion Park and entered into agreements with those providers for the construction of three new dwellings. Each agreement was assessed as a separate Business Case and the Board is delighted with the results which will see high quality accommodation and services provided to an increased number of Participants which matches our goal of sustainable growth.

The Royal Commission into Violence, Neglect and Exploitation of People with Disability has continued its hearings this year and has published an Interim Report published in October. The Board, CEO and Senior Leadership team will review the Interim Report to understand key themes and any recommendations.

The Board was pleased to note that Cram passed its major audits conducted on behalf of NDIS and ACIS. As Cram's Chair I was pleased to participate in the process given that

Governance is one of the areas subject to audit. The successful audits mean that Cram continues to be accredited to provide our current services.

Although COVID-19 and the resulting restrictions severely curtailed social events in the second half of the year Board members participated in several earlier events with Cram staff, parents/guardians and Participants including Cram Recognition Day at HARS. This was the first such event of this type and was held at the instigation of the CEO. It was a wonderful morning and I again congratulate all staff who were nominated for awards. Many of them were reluctant to be put forward but all deserved the recognition.

Board members also attended a function held with friends and colleagues from Greenacres to celebrate International Day of People with a Disability at Integral Energy Park where everyone was treated to music and participated in Djembe drumming. Those activities were provided by some wonderful volunteers. A further annual party was held at the same location where Board members again had the opportunity to meet directly with staff, Participants and parents/guardians. Staff do a wonderful job in organising these events and the Board is very appreciative of their efforts.

The Board recognises the enormous role all staff have played during all the crises which have been experienced in 2019 – 2020. Many dropped everything to assist in the evacuation(s) of Participants from their

"The Board was very pleased with the 2019 -2020 Financial Report. It gives us confidence that the decisions we have made in this and earlier years are the correct ones and that the longer-term strategic goals are achievable and sustainable and that Cram has a viable future."

home in Nowra when threatened by bushfire and many worked additional shifts during the flood emergency. Most importantly all staff have understood and been supportive of the strict measures which were implemented in accordance with the COVID-19 Policy and Procedures and which were put in place at short notice. The cancellation of our Participants' Day Programs and Community Participation and the consequent isolation of our Participants to their homes has placed a level of burden on the staff not previously experienced and the Board wishes to thank them for the way they adapted with good humour, grace and professionalism.

The Board has been kept informed at all times of the changes necessitated by COVID-19 and has fully supported the necessary strictures put in place by the CEO. It was also heartening to

be advised that parents/guardians understood and supported those strictures. Our priority in our decision making is always the welfare of our Participants but it takes all levels of the organisation pulling together to ensure that welfare. The CEO has also been instrumental in liaising with other disability providers and obtaining their co-operation and support. The Board particularly thanks Greenacres for making their Day Respite Centre available to Cram to house our Participants from Nowra during two of their evacuations.

The Board was very pleased with the 2019 -2020 Financial Report. It gives us confidence that the decisions we have made in this and earlier years are the correct ones and that the longer-term strategic goals are achievable and sustainable and that Cram has a viable future. The excellent result is due in no small part to the drive, ability, vision and hard work of our CEO Karen Burdett.

Thank you as always to my fellow 2019 – 2020 Directors Dale Cairney, Jessica DeAngelis, William Dowson, Patrick Roberts, Richard Walsh and Melinda Williams for their ongoing efforts and commitment to the good governance of Cram.

Linda Wright
Chairperson

CEO's Message



Like many organisations and individuals, 2020 has been a year of great challenge for The Cram Foundation.

Whilst the year has delivered some extremely positive highlights and has been very productive in many ways, for many of Cram's Participants and staff, 2020 has been a year that has tested us due to the external factors such as bushfires and the COVID-19 Pandemic.

"I want to sincerely recognise our staff, Participants, their families, our supporters and volunteers who have worked so hard together to achieve such positive results over the last year."

Despite the challenges faced by Cram and many other services in the Community sector, I have been humbled and enormously proud of both the strength and commitment of our staff and Participants in managing so many unknowns. I am immensely grateful for the tenacity and resilience our people have shown during the year and have been inspired by the organisation's resolve to push forward and achieve so many significant milestones amidst an environment that has been globally disruptive.

Following the significant focus on person centred housing and the expansion of opportunity to enable more individuals to occupy purpose-built homes, 2019/2020 commenced with a flurry of activity and preparation for a range of new projects. Staying true to Cram's strategic purpose, from July to December several exciting new collaborations came to fruition extending Cram's provision of specialist disability accommodation and new opportunities for people with high support needs to live independently.

November and December saw the opening of a new purpose-built home in the beautiful region of Wongawilli, the purchase of a new 2-bedroom apartment, the provision of further SIL services in another 2-bedroom apartment and the completion of another new home in the Shoalhaven region. This project delivery coincided with what was an extremely challenging Christmas period where one of Cram's sites was at risk of the South Coast Bushfires. This culminated in the evacuation of its' Participants over the period. Staff including the great leadership of our Operations Manager and site leaders, Participants and families were extremely resilient, and I appreciate the enormous effort made by all in ensuring our Participants remained safe and well during this turbulent time.

March of 2020 saw Cram successfully undergo its major Audit for both the 2018 NDIS Practice Standards and the 2018 Australian Community Industry Standards Certification, passing certification to enable us to continue delivery of services under the NDIS and ACIS. Through the year Cram has also provided a significant amount of increased in-home support services overseen by iCare, with particular focus on the increased demand on services required for several individuals during the pandemic.

From an Administration perspective, I am pleased to have welcomed the commencement of 3 new Executive Managers to the team within a very challenging period, all of whom are great assets to Cram and have adeptly juggled the changeable requirements during the pandemic. Additionally, I would like to thank Cram's team of administration staff who were critical in supporting the homes and services in the past year. In addition to arranging events and managing an increased level of enquiry and recruitment, onboarding new projects, they were extremely adaptable in keeping the back end requirements and support on track whilst being flexible with work hours and location of work in alignment with Cram's management of risk during the pandemic.

Cram continued to provide guidance and assistance to the people we support to achieve 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 Participant's specific needs and goals.

Risk management and a strict focus on maintaining the safety and wellbeing of our Participants and staff was our primary focus in response to the COVID-19 pandemic. The crisis created significant change to the daily routines of our Participants and unlike many other providers, Cram experienced an increased demand on services as we extended further support hours and revised our model period during lockdowns and subsequent periods to stay at home. This led to a constant stream of recruitment over this period and I would like to acknowledge the outstanding support of staff that adapted to the change.

The hard work throughout the year has produced a significant revenue increase from NDIS funding as we have taken on new Participants and provided additional services and support, delivering a surplus result which has been reinvested into additional resource and initiatives that will enhance Cram's service delivery to Participants.



Ongoing work continued surrounding the enhancement to Cram's culture. Our dedicated Culture Project has been the stimulus for improved engagement with our staff. Our people are at the core 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 our staff, Participants, their families, our supporters and volunteers who have worked so hard together to achieve

such positive results over the last year. I would also like to especially recognise the strong governance, unwavering support and encouragement of Cram's Board of Directors and that of Chair Linda Wright and Deputy Chair Bill Dowson for their guidance.

I look forward to a safe and energised year in 2020/2021 as we continue to enhance the quality of our person-centred service delivery and advance further on our strategic purpose.

Karen Burdett
CEO

Strategic Plan

Cram Strategic Purpose

Sustainable expansion of services through the provision of homes, meaningful experiences, enablement and community connection to people with diverse, individual needs throughout the Illawarra and beyond.



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.



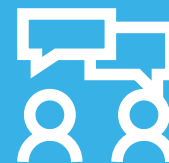
Sustainable Growth

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



COVID-19 Prevention, Preparedness, Response, Recovery

Cram adapts to the changing COVID-19 environment whilst adopting a leadership role in risk prevention, safety and wellbeing whilst pivoting its focus as required to ensure person centred service delivery and financial sustainability.

Certainty in Delivery

Cram will ensure 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.

Strategic Objectives

Culture & Values - Cram's Culture is strengthened to ensure leading person-centred care and empowerment alongside future growth & expansion

Policies & Procedures - Cram's group wide framework of policies and procedures ensures continuity and consistency of support across the organisation

Insights, Process & Technology - Cram has adequate systems and data collection to ensure data driven decision making for future growth, financial sustainability, quality support and compliance obligations

Recruitment, Training & Recognition - Cram's workforce capability is strengthened through talent retention and recruitment and is recognised as an Employer of Choice within the Disability Services Industry

Sustainable Growth

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

Strategic Objectives

SDA - Cram expands its capability to enable the provision of SDA services in collaboration with property investors across the Illawarra & Shoalhaven Region

SIL - Cram is a recognised leader for Participants with complex disabilities in providing Supported Independent Living services enabling further expansion and collaboration to grow availability of housing in future

Financial Viability & Asset Management - Cram ensure its financial viability through expansion of sustainable revenue streams and sound fiscal management

Innovation & Influence

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

Strategic Objectives

Product/Service Innovation - Cram's selection of products and services deliver sustainable revenue streams and improved options for people with complex disabilities

Influence, Collaboration & Brand - Cram is recognised as a trusted leader in provision of accommodation, life experiences and community inclusion for people with high complex disabilities

Research & Best Practice - Cram leverages industry research and business excellence models to drive leadership in Participant care and organisational performance

Person Centredness Under NDIS

We'll put Participant experience and outcomes at the heart of everything we do, leveraging Participant feedback and the pillars of the NDIS quality safeguards and sustainable funding.

Strategic Objectives

Person Centeredness - Cram delivers high quality Participant outcomes based around sustainable funding revenue per Participant and in collaboration with its growing Participant base

Governance, Quality and Safety Management Framework - Cram delivers an industry leading Participant experience leveraging the new NDIS Commission quality and safeguards principles

Participant Outcome & Progress - Cram tracks and produces evidence to funding outcomes and progress for all individuals in alignment with Participants NDIS goals

Participant Outcomes

In 2019/2020, The Cram Foundation has further refined its person-centred service delivery under the NDIS ensuring our Participants can live their best life.

The Cram Foundation has further refined its person-centred service delivery under the NDIS ensuring our Participants can live their best life. In the past year, Cram engaged closely with Participants, their families and guardians to work towards the attainment of their NDIS goals and outcomes whilst managing the significant risks that COVID-19 presented.

Throughout the year, as part of Cram's holistic person centred training, Cram has refined the planning process with families and Participants to assist them in creating the best plan for their needs, with a clear focus on exploring new options and stretching 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. Cram's

provision of Support Coordination continues to expand with a number of new Participants coming on board during 2019/2020. Throughout the year Cram's Support Coordinator assisted Participants to access of new equipment such as new wheelchairs, specialised seating, communication tools that has assisted Participants to gain greater capacity.

There are several new housing projects in the pipeline as Cram continues to work towards the goal of strategic growth and enabling independence and built for purpose housing to new NDIS Participants.

Delivery of service to Cram's in-home support to community Participants has also been a significant part of the Cram's service provision enabling greater individual independence and inclusion through the support of our workers. Throughout the year, due

to COVID-19, Cram has been proud to assist Participants in overcoming unique challenges of travel, re-locations interstate, maintaining service and activities whilst tightly managing new risks and changed environments resulting from the COVID-19 crisis.

Through Cram's expansion of Specialist Disability Housing, 11 new Participants entered into Supported Independent Living in the year. There are several new housing projects in the pipeline as Cram continues to work towards the goal of strategic growth and enabling independence purpose built housing to new NDIS Participants.

Cram have created opportunities throughout the year that are meaningful, engaging and based on Participant interests and needs. For the second year in a row, Cram participated in the Illawarra's highly anticipated CEO sing off whereby Cram's CEO and the Cramettes took out the top prize for the second year in a row. The event highlights the comraderie amongst the sector. Congratulations on the fantastic performances by the many other Disability Service organisations who competed.

The Cram Foundation's Participants and staff had a blast thanks to



Participant Outcomes cont'd



the generosity and big hearts of the Stanwell Park Sea Eels of the Helensburgh-Stanwell Park Surf Life Saving Club who hosted their annual Disney themed event. Cram is enormously grateful to the wonderful club of winter swimmers who along with their progressive and inclusive sister swimming group Bondi Icebergs Winter Swimming Club who presented Cram with a very generous donation

of \$3000. Cram were sincerely overwhelmed by their kindness.

Through the engagement and support of Cram support workers, Participants shared experiences at events such as the Wollongong Colour Run and more which was enjoyed immensely by the Participants. Cram's support staff have also worked closely with Participants to experience activities including

fitness programs and personal training to enhance independence, health and wellbeing. Cram also assisted one entrepreneurial Participant with commencing her goal towards establishing her own business receiving an International Women's Day award grant for her efforts. Volunteering and work opportunities have also been a highlight for some who have been aided by Cram support workers.

Cram was pleased to launch its innovative Cram Jam music program that engages Participants and their support workers to enjoy an interactive musical experience. Additionally, Cram continued for the months prior to the pandemic to hold a range of great activities as part of Cram's Men's Group aimed to give male Participants the chance to enjoy dedicated activities with other males. As a result of the pandemic and lock down, many Participants have experienced significant disruption and change to their traditional daily activities. As a result Cram staff have been innovative in their approach to developing new small group day programs creating engaging and interactive activities whilst working with COVID-19 restrictions such as social distancing games, kind "Rock Drops", virtual parties between Cram houses, gardening initiatives, baking competitions, singing and dance challenges and more.



Growth and Innovation

JUL 2019

- NDIS Worker Orientation Module introduced
- Cram Jam Music Program Launch

SEP 2019

- Celebrate R U OK? Day
- Cram Wins Local CEO Sing Off Challenge
- Participant Enrichment Committee BBQ Fundraiser



NOV 2019

- Opened New 3 x Bedroom home in Wongawilli
- Held 2nd Annual Employee Survey

AUG 2019

- CEO became a Representative on the Regional Advisory Council for Illawarra Business Chamber

OCT 2019

- Opened 2 x bedroom apartment in Dapto for 2 x new Participants
- Cram's Men's Group Launch
- Secured funding for Sensory Garden
- Delivered innovative Code of Conduct Model and Person-Centred Training across Organisation
- Cram Purchases 2 x bedroom apartment in Dapto

DEC 2019

- Commenced providing Medium Term Accommodation
- Safely managed Bushfire situation

2019



2020



MAR 2020

- International Women's Day – Cram Participant Kristen Bristow recipient of Award
- Passed Major NDIS and ACIS Audit
- Adapted to COVID-19

JUN 2020

- Opened 2nd 4-bedroom Nowra Home
- New WHS Committee launched

JAN 2020

- Held 1st Staff Recognition Event
- Cram Sponsorship of Accessible Viewing area of Wollongong Australia Day celebrations
- Re-launched Step-up Development Program

MAY 2020

- Update to Cram Vision, Mission and Values

APR 2020

- New Executive Leaders
- Creative Participant engagement initiatives through COVID-19



People and Culture

The 2019/2020 year saw the development of solid planning and commitment to bolster Cram's workforce across all levels of the organisation.

A suite of new organisational policies surrounding Culture and Safety and Participant Services each with relating procedures and supporting documents were launched in alignment with Cram's formal audit for the NDIS Quality and Safeguards Framework and ACIS certification.

Overall, the latter half of 2019/2020 was heavily dominated by the impact of COVID-19 on the organisation. This required significant adaption for our staff in the form of workplace planning, rostering, changes in working conditions and significant amounts of training alterations to process to prioritise and maintain the safety and wellbeing of our people.

Staff Development and Education

Cram's Culture Project continued steadily in 2019/2020 with the creation of the dedicated staff Culture Committee which is chaired by the Cram Chair of the Board

Cram also took the opportunity to refresh its vision and mission in March of 2020 along with its values. Whilst the meaning and intent of the wording does not change, the amendments aimed to modernise the language in line with the intent of the NDIS.

Cram's annual training calendar and approach to employee education continues to focus on critical foundational elements of the NDIS Code of Conduct, Cram Values and a holistic person-centred approach to support and decision making. Throughout the year Cram worked extensively with two external partners including Diann Rodgers Healy of the Illawarra Enablement Centre, along with Shoshana Dreyfus of the University of Wollongong in the delivery of tailored training programs. The training was warmly embraced and yielded excellent results and feedback and we thank them both for their great contribution to Cram.

As a valuable employee benefit, Cram continued to provide its staff subsidised First Aid & CPR training and extensive education on specific competencies and specialised areas of support to its Support Workers. Cram was also approached by several external Disability Service providers to also assist in supporting them with their education and professional development.

Cram's strategic growth objectives and the sectors overall expansion has increased Cram's cycle of recruitment dramatically over this past year. Cram continues to aim for reduced casualisation and is committed to its permanent workforce. Despite Cram's 41% increase in staffing over the last



two years, along with the significant external challenges impacting the organisation, Cram has continued to manage its ratio of casual labour to an average of 14%.

An important and unique aspect of Cram's service complexity is in the provision of inhouse quality nursing support. Cram would like to acknowledge the amazing work and unwavering commitment that our nursing staff have provided to our Participants throughout this challenging year. Their focus on person centredness has been outstanding and we appreciate their efforts.

A key focus of the year was increased recognition for Cram's support staff who are the lifeblood of our organisation. To celebrate their passion for their work, Cram held a dedicated Cram Fam social media campaign to highlight some of the wonderful personal stories of our staff. The campaign aimed to highlight the diversity and value of our team and entice newcomers with similar ethical purpose and vision to consider entering the industry.

A dedicated Christmas event was also held to thank the staff for their contribution throughout the year. Additionally, as a first for Cram, a Staff recognition event was held in January to celebrate the outstanding achievements of key individuals

across the organisation. Staff were nominated for a range of key awards in the categories of Person-Centeredness, People's Choice and Outstanding Attitude. Congratulations to all nominated and the recipients of the awards Thulani Moyo, Rikki Lee Fuller, Michelle Szutowicz and Susan Hambly. The event also recognised the tenure of staff who celebrated milestones of 5, 10, 15 years in the calendar year of 2019/2020 who were:

5 years

- Leanne Gilbert
- Zoe Lawson
- Natalie Rubbo
- Amy Scurr
- Chris Stevenson
- Andrew Blasi
- James Duley
- Naomi Eaton
- Peni Susilowati

10 Years:

- Joanne Willmott
- Kylie Weaver
- Gail Giblett
- Jennifer Valentinetti
- Wendy Watson

15 Years:

- Tracie Beynon

Cram conducted a review of its 'Step Up' program which provides staff with

an opportunity to gain new skills and enhance their professional development and leadership capabilities. In the past year four, employees participated in the program where they received structured training and support in key areas of their development with two staff successfully attaining leadership roles. Cram aims to afford other employees the opportunities to upskill and expand their career prospects in the future.

Cram's strategic growth objectives and the sectors overall expansion has increased Cram's cycle of recruitment dramatically over this past year.

Due to the challenges presented by COVID-19, communication with staff was an important aspect that included the adoption of online Team meetings via Microsoft Teams and regular live question and answer briefings with Cram's CEO conducted via Go To Meeting and Webinars. Feedback regarding the new online solution has been extremely positive with staff remaining connected throughout a period where there have been significant challenges to cross organisational interaction.

People and Culture cont'd



Cram's CEO was proud to participate for a second year as a Mentor in the Regional Development Australia's Leadership Illawarra program which aims to enhance the skills of the region's next generation of Leaders.

Cram is passionate about raising the profile of the community services sector and the great potential and career capacity that exists in the Disability Service Sector. As part of our commitment to flagging the wonderful benefits for purpose driven professionals stemming from all backgrounds to enter the sector, Cram was a proactive partner and supporter of the regions Illawarra YES program. Illawarra YES is an initiative with the NSW Business Chamber, is State funded and aims to introduce young people into the sector in traineeships. Cram was an integral partner in the program and ensuring its ongoing sustainability for the future year, taking part in a roadshow with a visit from the Minister for Skills and Tertiary Education, Mr. Geoffrey Lee to highlight the program's value.

Committees

The Joint Consultative Committee 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.

In 2019/2020, Cram staff reelected new Work Health and Safety Reps. The WHS Committee includes Support Workers Team across varying sites. This committee meets on a bimonthly basis to review incidents, hazards and to implement the strategies to mitigate

risk and maximise the safety of all stakeholders.

Cram would like to acknowledge the amazing work and unwavering commitment that our nursing staff have provided to our Participants throughout this challenging year.

Due to the numerous external challenges that spanned from December to the end of the financial year, the Participant Enrichment Committee had limited opportunity to prioritise initiatives. Following the successful completion of a Community Grants submission, the group has began planning on the design and preparation in the delivery of a dedicated Sensory Garden for the Cram Participants. Whilst the delivery of the project was delayed due to unforeseen challenges relating to the COVID-19 pandemic, the Committee continues to work on the initiative to bring this to life.

The Culture Committee continues to be an important channel for staff engagement and was led by the Chair of the Cram Board. The committee works toward the continued development of a positive and transparent workforce culture and directly contributes to matters regarding the organisation's Culture and related initiatives impacting staff.

Leadership Team

The Cram Foundation leadership team has undergone structural changes including the recruitment of three new Executive Managers in the roles of Quality and Service Innovation, Business Optimisation, Growth and Accommodation.

Additionally, within the year, Cram conducted extensive consultation with its operational leadership team to redesign a new structure to bolster the resource and support for Team Leaders based at Cram sites to enable increased support to teams and enhanced supervision.

Recruitment and Induction

Throughout the year Cram has reinvigorated its recruitment and induction strategy in line with the growth in staffing to accommodate increased service delivery 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 the area of employee induction within the industry.

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

Cram in the Community

In the past year Cram has engaged a range of stakeholders across the broader Illawarra and Shoalhaven community in 2019/20 year and have been part of the consultation for the Disability Inclusion Action Plans for both Wollongong Council.

This has given Cram a positive opportunity to advocate for greater accessibility and inclusive communities across the area.

Cram continues to be an active member and outspoken advocate for the industry as part of the Illawarra Disability Alliance. Cram's CEO has actively engaged with politicians from all levels of government in the year with Cram hosting a dedicated briefing with local Federal and State Ministers on key issues impacting the industry sector. Cram has also completed several submissions to peak body NDS, NDIS, and Government Policy Submissions on topics including Supported Independent Living and the efficacy of NDIS funding.

Cram has also completed several submissions to NDS, NDIS and Government Policy Submissions on key topics including Supported Independent Living and the efficacy of NDIS funding.

Cram's CEO and Senior leadership Team have regularly attended Illawarra Networking Connection Dinners, Industry events, Illawarra Business Chamber Networking events. Cram's CEO is a representative of the community and disability

services sector on the Illawarra Regional Advisory Committee of the NSW Business Chamber. Cram also supports the RDA's Leadership Illawarra Program for emerging Senior leaders.

For the second year, Cram was proud to

be the lead sponsor of the accessible viewing area of the Wollongong City Council Australia Day activities at Belmore Basin. The theme for this year was the Mad Hatters party and Participants and staff alike were excited to participate in a drumming parade as part of the celebrations. Cram Participants were involved in many weeks of rehearsal and in the making of their individual drums to take part in the performance. This was a unique chance for the Participants of Cram to enjoy the festivities. Cram has committed to supporting the viewing area again for the coming year in addition to the 2020 New Year's and Australia Day celebrations.

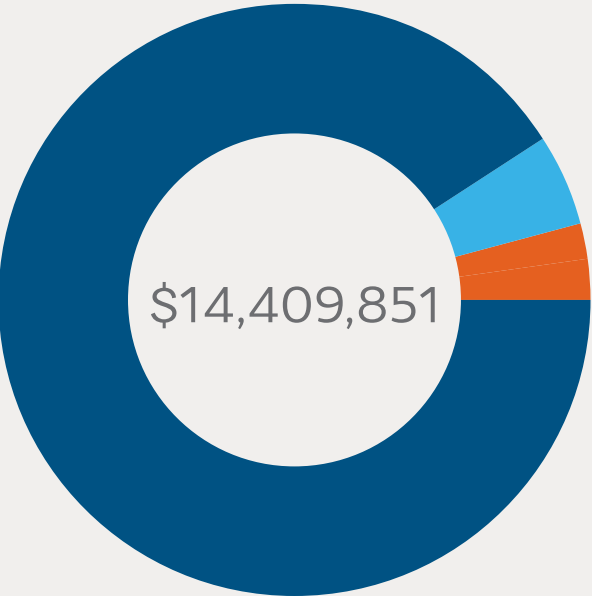
Whilst many events were placed on hold as a result of the devastating bushfires followed by the COVID-19 crisis, prior to March, Cram maintained its community engagement and exhibited at a range of Expos and events in the Disability sector which provided a platform to promote our range of services including new Specialist Disability Housing and multiple education events with the NDIS and NDS.





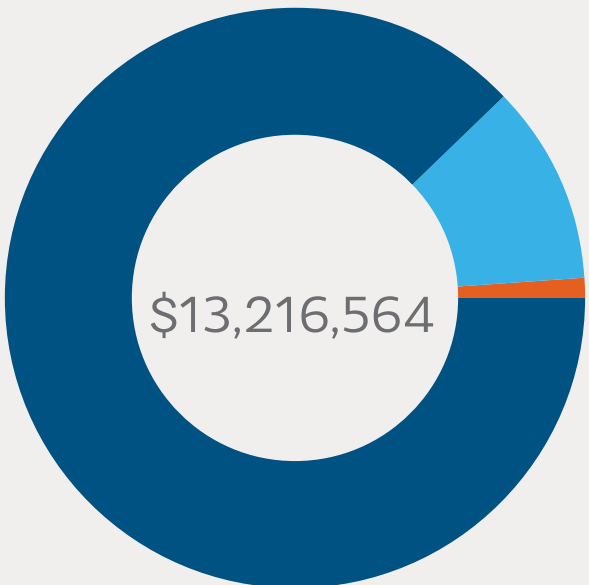
Financial Report

The financial year end 2020 produced an operating surplus of \$1,193,287 compared with Surplus of \$265,316 for the prior year.



What We Earned

- **NDIA funding** 94% (\$13,589,166)
- **Participatnt Fees** 4% (\$538,457)
- **Interest earned, dividends and other** 2% (\$282,228)



What We Spent

- **Employee expenses** 84% (\$11,167,797)
- **Operating expenses** 14% (\$1,782,583)
- **Depreciation expenses** 2% (\$266,184)

Our Balance Sheet

Total Assets \$9,686,032

Current assets (primarily cash reserves) \$7,414,849

Non-current Assets (buildings, motor vehicles and furniture/equipment) \$2,271,183

Total Liabilities \$4,351,607

Current Liabilities \$3,575,238

Net Assets \$5,334,425

Acknowledgements

Cram would like to acknowledge the support and collaboration of our many partners, colleagues, volunteers, suppliers and fellow providers for working with us to achieve the best outcomes for our Participants. We thank the below organisations for the many ways in which they work alongside Cram to enable people with a disability to live their best life.

- Albion Park Meats
- Benevolent Society
- Bluestone Group
- Built for Purpose
- Butler HR
- Cardno
- Compass Housing
- Community Industry Group
- Diann Rodgers-Healey and Centre for Enablement
- Greenacres Disability Services
- IRT
- Illawarra Advocacy
- Illawarra Disability Alliance
- Illawarra Shoalhaven Health District
- Illawarra YES Program
- Madden Services
- Regional Development Australia
- Riding for the Disabled
- Shellharbour Council
- Shellharbour Medical Practice and Chemist
- Shoshana Dreyfus – University of Wollongong
- Stanwell Park Sea Eels
- Stiletto Homes
- The Disability Trust
- The Flagstaff Group
- Warrigal
- Wollongong Council



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