

A woman with dark hair, wearing a pink t-shirt and a wide-brimmed straw hat, is seated in a black wheelchair. She is laughing heartily, with her eyes closed and mouth wide open, showing her teeth. The background is a green lawn and a paved path. The wheelchair has a black bag on the back and a black bag on her lap. The brand name 'SCHNEIDER' is visible on the wheelchair's frame.

THE
CRAM
FOUNDATION
ANNUAL REPORT 2022

90 *years*
1932 - 2022

SUPPORTING PEOPLE WITH DISABILITIES



CONTENTS

- Acknowledgement of Country 2
- Acknowledgements 3
- Cram 90 years of Service 4
- Mission – Vision and Values 6
- Strategic Plan 6
- Board of Directors 8
- Cram Chairperson Report 12
- Cram CEO Update 14
- Participant Highlights 16
- Growth, Innovation & Quality 18
- People and Culture 20
- Year In Review 22
- Cram in the Community 24
- Financial Report 26

ACKNOWLEDGEMENT OF COUNTRY

The Cram Foundation acknowledges Aboriginal and Torres Strait islander peoples as the Traditional Owners of Country throughout Australia. We pay our respect to Elders past present and emerging and celebrate their continuing culture, the world’s oldest living culture and the contribution they make to this region and country.



ACKNOWLEDGMENTS

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.

- Stanwell Park Sea Eels
- Shellharbour Council
- Bluestone
- Business Illawarra
- The Flagstaff Group
- Stiletto Homes
- Home in Place
- Illawarra Disability Alliance
- Butler HR
- Community Industry Group
- Illawarra Shoalhaven Health District
- Riding for the Disabled
- Regional Development Australia
- Shellharbour Medical Practice and Chemist
- TAFE Illawarra
- Greenacres Disability Services
- Illawarra Yes Program
- University of Wollongong
- The Disability Trust
- Illawarra Advocacy
- Purpose People Solutions
- Wollongong Council
- Rehab Co



**THE CRAM
FOUNDATION**
1932 - 2022

The Cram Foundation is one of the Illawarra and Shoalhaven's oldest and most respected providers of person-centred services to people living with complex disabilities. 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 and meaningful life experiences.

In 2022, Cram has celebrated a significant milestone of 90 years of service. The following is an overview of our extensive history and achievements over these 90 years.

90 YEARS OF SUPPORTING PEOPLE WITH A DISABILITY:

1932

The Organisation was formed in May 1932 as the Wollongong and District Society for Crippled Children. At the time there were limited facilities within the Illawarra for children with physical disabilities.

1964

The organisation changed its name to The Illawarra Society for Crippled Children in 1964.

1965

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.

1971

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. The organisation became 'The Illawarra Children's Hospital', caring for postoperative and orthopaedic patients.

1972

In January 1972 an adjoining cottage was purchased by the Society and renovated by West Wollongong Rotary Club. This 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.

1974

In 1974 Cram House briefly closed.

1975

In 1975 re-opened as a 'Special Purpose Nursing Home' and quickly filled to accommodate 26 children with severe disabilities.

1981

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

1984

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, through a telethon on WIN TV and assisted by the Commonwealth Government.

1999

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

2002

Cram House became unsuitable for meeting the residents' 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.

2006

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.

2010

In 2010 The Cram Foundation became the service provider for two more homes, both in Albion Park.

2011

In 2011 The Cram Foundation achieved external certification under the Attendant Care Industry Standards.

2013

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

2014

In 2014, based on feedback from family members of clients, Cram won the Illawarra Business Award for Excellence in Customer Service.

2017

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 the 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.

2018

After extensive research and collaboration with external investors in 2018/2019, Cram opened a new home and 1 bedroom villa in the Shoalhaven region in Nowra, purchased a 2-bedroom specialist disability apartment and opened a purpose-built luxury modern 3-bedroom home in Wongawilli creating further opportunities for people with disability to enjoy independent living.

2020

Despite the global pandemic requiring significant management and adaption to its service delivery, in 2020 Cram was nominated for a Leadership Award under the NSW/ACT Regional Community Awards and continued to expand its offering of services into 2021 opening two new 3-bedroom villas in Albion Park alongside further growth in its Community Participation and Support Coordination services.

2022

Cram celebrates its 90th Anniversary. Alongside the ongoing work of COVID-19, Cram expanded its services with the launch of a renovated 3 bedroom home and 1 bedroom unit in Albion Park. This purpose built home and high-quality design elements set a new standard for disability accommodation. This year Cram was a finalist for the Business Illawarra 'Excellence in Customer Service' Award and 'Outstanding Community Organisation' Award, as well as Awards Australia 'Customer Service' category.

MISSION – VISION AND VALUES

VISION

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

MISSION

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

CRAM 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 to 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.

PERSON CENTREDNESS PRINCIPLE

Underpinning Cram's strategic plan is the principle of person centredness. Cram puts Participant experience and quality outcomes at the heart of everything we do.

We enable Participant engagement, informed decision making and choice in all aspects of our service delivery and ensure a person-centred approach directs the basis of all decision and initiatives.



CERTAINTY IN DELIVERY

Cram will ensure quality of service delivery through new initiatives to strengthen our culture and capability by embedding a framework of group-wide policies, making informed decisions through data and insights, improving core systems and building capacity of our people through education and recognition.

STRATEGIC OBJECTIVES

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

Governance, Quality & Safety Management Framework – Cram delivers a person centred Participant experience leveraging the new NDIS Commission quality and safeguards principles.

Policies & Procedures – Cram's group wide framework of policies and procedures guides continuity and consistency of support across the organisation.

Insights, Process & Technology – Cram's Optimisation Strategy and roadmap is underpinned by guiding principles (Person Centricity, Scalability, Single Source of Truth, Security of Assets, Enterprise First, Simplification and a Modern collaborative workplace) to deliver improved Service, Security, Value and Agility.

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

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



FINANCIAL VIABILITY

Cram ensures its financial viability through strategic, purpose-based decision making centred on suitability, acceptability, and feasibility. Expansion via sustainable revenue streams and strong fiscal management enables Cram's sustainability and longevity for the long term.

STRATEGIC OBJECTIVES

Financial Viability - Cram ensures its financial viability through expansion of sustainable revenue streams that align to our mission and vision and ensuring sound fiscal management.



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 quality Supported Disability Accommodation services in collaboration with partnerships across the Illawarra & Shoalhaven Regions.

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 the future.

Asset Management & Development – Cram provides fit for purpose support environments and expands its footprint across the region through strong asset management and new development.



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 delivers new, innovative, sustainable, person-centred services that are tailored to the individuals we support.

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

Research & Best Practice – Cram collaborates with community stakeholders and leverages industry research and business excellence models to drive leadership in Participant support and organisational strength.

OUR BOARD OF DIRECTORS



Linda Wright

*Chairman (Dec 16),
Appointed 09/03/2009:
Quality and Safeguards Committee Chair,
Culture 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 Quality and Safeguards Committee and its Culture Committee.



Bill Dowson OAM

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

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.



Judy Mullan

Joined November 2020

Judy Mullan is an Associate Professor within the University of Wollongong (UOW) School of Medicine. She is the Academic Director of the Centre for Health Research Illawarra Shoalhaven Population (CHRISP) and the Deputy Director of the Illawarra and Southern Practice Based Research Network (ISPRN) recognised as one of Australia's most successful primary care research networks. Judy holds Bachelor degrees in Pharmacy and the Arts, as well as a PhD in Public Health. She is a registered pharmacist and a fellow of the Society of Hospital Pharmacists of Australia. Judy has made significant professional and research contributions in the areas of health services research, chronic disease management, safe medication management, aged care research, multicultural health, patient education and health literacy. Judy is a member of Cram's Quality and Safeguards Committee.



James Robins

Joined November 2020

James was appointed as a director of The Cram Foundation in December 2020 and sits on the HR & Remuneration Committee. He has resided in the Illawarra for over 15 years and brings a broad range of experience in leadership, risk management, strategy, Information Technology and cyber security. James is also currently Chief Information and Digital Officer at Peoplecare Health. He is a graduate of the AICD Company Directors Course and has completed a Bachelor of Science (Computer Science), a Bachelor of Commerce (Management), a Master of Information Science and a Certificate of Executive Leadership. James is a member of Cram's Risk and Audit Committee.



Richard Walsh

*Appointed 13/10/2017:
People, Culture & 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 People, Culture & Remuneration Committee.



Ben Twyford

Joined November 2020:

Ben has been an accountant in the Illawarra for the past 20 years. As a practising accountant he has had exposure to many industries and various local businesses, from which he has developed a broad range of accounting and auditing skills. He also sits on the Salvation Army local business advisory Board. Ben is a member of Cram's Risk and Audit Committee.



Elena Beleska

Joined February 2022

Elena joined our Board of Directors in 2022 and brings a wealth of experience to Cram. Elena currently works locally in the Property Development space at IRT. Her professional experience also includes architectural firm work, property development, and 8 years working at UOW in both the Planning and the Capital Works teams. Elena has degrees in Engineering, Architectural Technology, Construction Management, and a Masters of Business Administration. She is also member of numerous professional organisations including the National Association of Women in Construction, Urban Development Institute of Australia, and the Property Council. Elena is a member of Cram's People, Culture & Remuneration 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 Master 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.

OUR BOARD OF DIRECTORS



Abbas Alibhai
 Appointed 27/11/2020
 Retired 29/04/2022

Abbas was appointed as a director of The Cram Foundation in November 2020. Abbas is a Chartered Accountant and a member of the Australian Institute of Company Directors (AICD). Abbas is currently the Executive Director of Finance at the Illawarra Shoalhaven Local Health District. Abbas is a member of the Audit and Risk Committee and has extensive experience across the Health, Education, Manufacturing and Government sectors both in Australia and the UK. Abbas was a member of Cram's Risk & Audit Committee.



Jessica De Angelis
 Appointed 19/10/2018
 Retired 15/06/2022

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 was a member of Cram's Quality & Safeguards Committee.





CHAIRPERSON'S REPORT

Yet another 12 months during which Covid-19 and all its ramifications had to be negotiated. Just when we thought we were nearing the end of the pandemic the Omicron variant arrived causing a further delay to the re-introduction of Cram's business as usual operations.

The Policies and Procedures which had been put into place and refined as needed have continued to serve the organization, staff and our participants well and I wish to acknowledge at the outset of this report the Board's gratitude to our CEO, Executive Team, Team Leaders and all Disability Support Workers for their untiring work and commitment to achieving the best possible person centred outcomes for our Participants in ongoing difficult times.

The Board held bi-monthly meetings by way of a mix of in person and video attendances as was the case for the various Committee meetings.

Each Board member serves on at least one Board Committee (Risk & Audit, People, Culture & Remuneration and Quality & Safeguarding) which report to and inform the whole of Board decisions in those specific areas. In addition the Board Chairperson attends and chairs the Culture Committee which is otherwise made up of staff representatives. All the Committees are an integral part of Cram's governance.

All serving directors stood for re-election at the AGM held in November 2021 and Linda Wright and Bill Dowson were subsequently elected to the respective positions of Chairperson and Deputy Chairperson for the following 12 months. Abbas Alibhai and Jessica DeAngelis resigned their Directorships during the year and the Board welcomed new director Elena Beleska. Thank you to both Abbas and Jessica for their valuable contributions to Cram.

The Board reviewed its skills matrix and is looking to on board at least one new Director with appropriate skills in the near future. The Board also undertook its annual Performance Self Assessment and discussed key areas arising.

The Board's 3 Year Strategic Plan is nearing the end of its currency and will be reviewed at a Strategic Planning Day to be held in December 2022. The Strategic Plan informs the Board's decisions which impact on the longer term, and in line with the Plan Cram has achieved further growth. The Board received and accepted in August 2021 an updated and simplified version of the Plan which still kept to the agreed strategic objectives. At the same time the Board also received and accepted an Operational Roadmap of key initiatives and projects which was to inform the Business Plan for the following 18 months. Unfortunately, following the significant resource impost caused by the outbreak of the Omicron variant, most of the projects have had to be pushed back to the new financial year.

"One of the most challenging decisions the Board made during the year was to direct the CEO to implement a policy for mandatory Covid-19 vaccination of staff (subject to certain exemptions)."

As foreshadowed in my report for 2020-21, the purchase of an existing dwelling and adjacent vacant block have now been concluded. Renovations have been completed to the dwelling to provide fit for purpose accommodation for 3 participants who require high physical support. Cram is providing Supported Independent Living Services to those Participants. Bill Dowson

liaised with the Growth Manager and CEO prior to and during the renovations and I thank him for his considerable input to that area of our business.

Finance has been approved for the construction of tailor designed Specialist Disability Accommodation housing on the vacant block but plans have not yet been finalised. It is hoped that there will be progress in the next 18 months on this growth project.

In addition to the purchase of real estate Cram has also partnered with an SDA provider to provide SIL to 2 further participants in purpose built accommodation in the Illawarra.

The Board is comfortable with the rate of growth achieved in 2021-2022 having regard to the impost of Covid on operational matters.

During the year the Board agreed to an audit of Cram's payroll systems to ascertain compliance with the SCHADS award and other regulatory obligations. The first part of the audit has been completed but further work is ongoing.

One of the most challenging decisions the Board made during the year was to direct the CEO to implement a policy for mandatory Covid-19 vaccination of staff (subject to certain exemptions). The decision was made after an assessment of risks of both mandating and not mandating, receipt of legal advice, consultation with the Health Services Union, consultation with the Culture Committee and WHS Worker Representative Committee. It was heartening to see that not long after our decision was made a Public Health Order was issued which effectively matched our decision. Following the finalisation of a Vaccination Policy and its communication to staff an almost 100% vaccination status of staff has been achieved including boosters. This has been of great assistance in keeping our participants safe. I thank staff for their co-operation.

"Following the finalisation of a Vaccination Policy and its communication to staff an almost 100% vaccination status of staff has been achieved including boosters. This has been of great assistance in keeping our participants safe. I thank staff for their co-operation."

The review of all Cram's Policies which had commenced in the previous year was completed in 2021 ahead of the NDIS and ACIS Quality & Safeguards Surveillance Audits which took place in August of that year. Cram successfully passed both audits with zero non-conformance thereby enabling us to continue to supply our designated services.

In June 2022 Directors undertook education on Cyber Security. Director James Robbins who is an expert in this area presented an online seminar to which other Disability/Community Service providers were also invited. The feedback was positive and I thank James for not only arranging the seminar but his continued guidance in all technology matters.

Given the significant changes which were occurring to the original budget forecast because of ongoing Covid-19 disruption the Board requested and received a budget re-forecast in January 2022 which covered the second half of the financial year. The Board was very pleased with the overall financial performance of Cram notwithstanding the impost of Covid-19 on so many areas of the organisation. Thank you to the members of the Risk & Audit Committee which oversees the budget and to our CEO Karen Burdett who drives the performance of Cram. While Cram's success should always be

assessed against the well-being of its participants and staff such success cannot be achieved without a sound financial position. The board is grateful to have in Karen a leader who strives for improvement in all aspects of Cram's operations and encourages everyone else to do the same.

Finally, I wish to thank all my fellow Directors for their input and assistance in 2021-22 - Bill Dowson, Richard Walsh, Ben Twyford, Abbas Alibhai, Jessica DeAngelis, Judy Mullan, James Robins and Elena Beleska. All give their time voluntarily to help

Cram continue to provide services to participants who need high levels of support as it has done over the last 90 years.

Linda Wright
Chairperson
October 2022



CEO UPDATE

This year The Cram Foundation reached the milestone of 90 years of service to people with disability and their families across our region. As one of the longest standing disability providers in the Illawarra, evolving from humble beginnings through the tenacity and compassion of volunteers, in 21/22 Cram has continued in its metamorphosis in a year unlike any other in its history. Peppared with both obstacles and accomplishments, Cram adapted to the COVID-19 Pandemic whilst maintaining strong direction towards its strategic growth and new pathways in the provision of home and living services for the people we support.

Throughout the year, I have been extremely grateful, humbled and proud to be part of Cram's growing team in continuing to deliver person centered support whilst managing the ever-changing disruption of COVID-19 across our sector. Despite the challenges placed on all individuals, I have been inspired by the resolve of our people to push forward and achieve so much. Our support staff with the supervision of our Operations Managers and Team Leaders have risen to the challenges before them with compassion and care. I recognise the enormous effort made by all in maintaining quality support and service provision during periods of such change and turbulence.

Throughout the year, sadly Cram said farewell to several of our cherished participants who were a central part of Cram's history. Cram had the privilege of supporting the participants and their families within their final days and our team felt deeply honoured to have been part of their lives.

Due to the challenges regarding COVID-19 community lockdowns and the need for preventative isolation across Cram sites, Cram continued to grow in its provision of supported independent living, community participation and in home support. This increase in hours-of-service delivery led to significant changes in Cram's workforce management and hence investment in the ongoing recruitment and training

cycles throughout the year leading to ongoing elevation in our employee numbers.

Despite the need to focus on constant changes through the year, Cram maintained a focus on risk management, continuous improvement and a review of our quality framework and in August 2022, Cram passed its surveillance audit for the ACIS and NDIS certification with zero non-conformance. Additionally, our team continued to work towards our Operational Roadmap including a comprehensive review of our communication tools, systems and technology including Cyber security and third party vendors. This work will continue into the 22/23 year where we will progress in the selection and implementation of system efficiencies that will aid to enhance our person-centred support and operational efficiency.

Fiscally, Cram is grateful for the one-off Government support payments during the period. Our positive surplus result has enabled us to reinvest directly into additional resource and

new initiatives that aim to achieve Cram's mission and vision. Most notably, a major achievement through the year was the successful purchase of a stunning new property consisting of 3 main bedrooms and a self-contained studio enabling 4 people with high support needs to live independently. Through Cram's investment in renovations, the home has broken boundaries in new standards in quality of living environments. In also

purchasing the adjacent block, Cram will develop suitable accommodations for further participants seeking built for purpose accommodation.

I am enormously thankful for the outstanding commitment and dedication of Cram's Executive Team who have continued to manage such changeable and challenging times within the organisation. Their commitment to our participants, staff and community has come at times with personal sacrifice and I would like to acknowledge their leadership and resilience.

Recognition is also due to Cram's growing team of administrative staff who once again have been relied upon to adapt and have continued to support with steadfast focus our teams on the frontline. They have supported Cram's expansion, the onboarding of new projects, significant changes in the administrative requirements under the NDIS funding, all through periods of lockdown and remote work.

21/22 featured ongoing disruption to NDIS funding levels in participant plans and Cram took a strong leadership and advocacy position to escalate the concerns of participants, families and the sector in ensuring vital services were not impacted and maintaining critical funds. Cram was proud to work alongside our Peak Body the NDS and more locally the Illawarra Disability Alliance.

Cram's Culture Committee led by our Board Chair along with the WHS Worker Representative Committee continued to offer input, innovative ideas and initiatives to strengthen our workplace. Our people are at the core of our organisational success and to enhance our person-centred support and we have focused heavily in the past year on a range of initiatives to help our staff develop and flourish.

Cram continued its leadership stance surrounding COVID-19 Vaccination. Through collaboration with local health, private healthcare providers and other disability service providers we were proud to establish dedicated clinics enabling our participants and staff to receive priority vaccination.

Thank you to Cram's Participants, families, guardians, supporters, and volunteers who have been immensely patient and understanding as Cram has adapted our protocols and access to services in alignment with the frequently changing direction from the Department of Health. We appreciate that at times through the last year our protocols to keep our people safe has interrupted the daily lives of our participants and families, but I have been grateful in the way our participants and families have collaborated with us through the restrictions and challenges together with trust and understanding.

Cram's success throughout the year must also be attributed to the contribution of Cram's volunteer Directors over this period. Our Chair Linda Wright, Deputy Chair Bill Dowson and Board of Directors continued to steer the organisation's strategic vision during the year. I would especially like to recognise their strong governance, unwavering encouragement, and professional



guidance through the year. Sadly, we saw the departure of Abbas Alibhai and Jessica DeAngelis who contributed in their time on the board. In April Cram welcomed our newest Board member Elena Beleska who brings extensive skills across property development, project management and community services.

Looking forward, through the continued efforts of the team and our Board, we trust that 2022/2023 will see us continue on our strategic journey in advancing the organisation to new success and closer to our vision of a world where people with a disability can live their best life.

Karen Burdett
CEO

PARTICIPANT HIGHLIGHTS

Throughout 21/22, Cram participants demonstrated resilience and adaptability as Covid-19 Government and Public Health orders continued to disrupt their activities and daily life. Cram participants, staff, and families showed creativity in adapting daily activities and plans to each new restriction or circumstance changes, all while continuing to provide caring person-centred support and connection. Cram's participants continued to build their capacity in learning new skills and working towards their personal goals and interests despite the pandemic restrictions.

Cram was announced as a finalist in the Business Illawarra 'Excellence in Customer Service Award' and 'Outstanding Community Achievement Award' categories, as well as the Community Australia 'Customer Service Award' category. Cram participant's engagement and adaptability were strong themes across all award nominations and a testament to the strength of participants and staff in an ever-changing pandemic environment.

Cram engaged directly with participants, families and carers through the distribution of a feedback survey requesting responses to a range of questions regarding Cram's facilities and customer service. This gave the opportunity to provide direct feedback about all areas of their service provision. The responses will be used to inform decisions moving forward and assist in making improvements. Communication with

participants and families continues to be personalised and a key element of Cram's customer service strategy, and the feedback provided is extremely valuable to gather crucial information.

Cram onboarded 4 new participants when they expanded their specialist disability accommodation service offering with the purchase and renovations of Chaplin House in Albion Park. This modern dwelling gave participants increased independence and is an extremely high quality disability accommodation site.

Cram extends their appreciation to the Stanwell Park Sea Eels who have been longstanding supporters of The Cram Foundation. In February 2022 they presented Cram with \$3,200, and then another cheque for \$2,000 when they held a Staff Appreciation Event for the Cram team at the Helensburgh-Stanwell Park Surf Life Saving Club. At this event they invited Cram to join one of their final Winter swims for the season, and then hosted them at the club providing lunch, refreshments, and a presentation of the cheque. Their generosity in fundraising among their community and club members in their weekly winter swimming events continues to make a difference for Cram participants. Cram looks forward to more opportunities for engagement between the club and participants in the future.



HIGHLIGHTS TIMELINE 2021-22

July 2021

- Cram Fun Week across lockdown

September 2021

- Covid Vaccination across homes
- Vax the Illawarra campaign

November 2021

- Cram staff attend Riding for Disabled Working Bee

January 2022

- Paralympics celebrations

February 2022

- CareForce Job Seeker Information Session

April 2022

- NDIS National Day of Action Rally
- Illawarra and South Coast Jobs Fair
- Easter Celebrations

June 2022

- Cyber Security Risk Information Session – run by James Robins
- Illawarra Women in Business

August 2022:

- Sea Eels Cram Staff Appreciation Event and Winter Swim
- Funding for Shellharbour Clubs Grants \$20,000 for Pool Hoist
- Housing workshop

August 2021

- Engaging participant activities ongoing throughout COVID lockdowns

October 2021

- Carers Week

December 2021

- Christmas party
- International Day of People with a Disability

March 2022

- Harmony week
- International Women's Day
- Cram involved in Shellharbour Council's Disability Access and Inclusion Plan – service provider forum

May 2022

- 90 Year Staff recognition event – tenure milestones and recognition awards celebrated
- 90th Anniversary!
- Illawarra Schools Career Expo
- Illawarra Disability Options expo
- International Women's Day luncheon
- Modern Computing Focus Groups

July 2022

- Renovations completed and launch of Chaplin House and 1 bedroom unit





GROWTH, INNOVATION & QUALITY

The Cram Foundation's executive team and board of directors made progress on Cram's growth and strategic objectives throughout the challenges and operational restrictions of the Covid-19 environment, including the management of additional lockdowns due to the Covid-19 Omicron variant. Cram's dedicated Covid-19 Management Plan was refined in response to health guidelines and environment changes, and provided continued focus on quality service delivery. The plan guided Cram throughout the pandemic and provided direction in navigating changing Government and Public Health advice.

A number of Cram staff joined the Covid-19 ambassador group who shared knowledge, provided direction, and delivered the Covid-19 Management Plan outcomes throughout Cram. They helped ensure protocols and health advice were being shared and followed across the sites, and assisted in developing new and innovative ideas to avoid fatigue and maintain a safe environment.

Cram expanded their specialist disability accommodation service offering with the purchase of Chaplin House in Albion Park. Through Cram's investment in planning and renovations, this site was launched as a modern, fully accessible property comprised of 3 bedrooms and a self-contained unit. 4 new participants have moved into this home where they have been

able to live independently with Cram. This house has set a new standard for disability accommodation quality and established a new position for Cram in the market.

Cram also purchased the block adjacent to Chaplin House which will provide additional development and growth opportunities. New project opportunities continue to be explored in alignment with the strategic growth goals, particularly around built for purpose housing and increasing support services for people with a disability.

Cram held a Housing Design Principles Workshop, bringing together community industry leaders from the disability and housing space to explore what aspirational disability accommodation homes can look like in the future. The workshop was a collaborative experience which captured progressive new ideas and explored solutions from a variety of backgrounds across housing and community. The workshop explored insights from the different perspectives and experiences to understand the journeys of people associated with inclusive communities. Discussions focused on all elements of aspirational homes, including building and logistics, service elements, funding, engagement, and external factors. The insights will inform further strategic work at Cram.





PEOPLE AND CULTURE

Operating a 24/7 essential service during a pandemic presented substantial challenges and changes within the business. Our staff's ability to adapt to these changes in a positive manner was a huge achievement which maintained a happy and positive culture across the Cram sites during what was otherwise an uncertain time. Our team demonstrated incredible resilience despite lockdowns, PPE, policy and protocol changes, and health concerns. They constantly adapted their service to ensure that our participants continued to receive the best possible care and support.

Step Up Program

A number of training opportunities were offered to Cram staff to upskill and expand their qualifications. Cram continued to offer the Cram Step Up Leader Program, which provides access to mentors and exposure to many areas of the business, developing knowledge, experience and skills. This program is aimed at staff who have leadership aspirations and are looking for further career development opportunities. Cram's commitment to provide these opportunities to staff has made this program extremely successful.

Rollout of Uniforms

To further the team culture and foster the inclusive feelings of being part of the Cram Family, a range of Cram uniform items were rolled out to staff, with the introduction of jackets especially popular. There has been significant increase in use of uniforms across all sites.

Cram Committees

Cram operates numerous committees to provide overview, feedback and ideas across the organisation. Members of Cram's board of directors, support staff, team leaders, executive management, and administrative team sit on the committees ensuring diverse and unbiased discussions. Each committee member can then provide information back to their respective team and convey information on behalf of their teams.

Nine Cram staff members form the Work Health and Safety Committee who explore the opportunities to increase health and safety across Cram and deliver on new projects and initiatives to achieve this. They are involved in COVID-19 policies and procedures, reviewing incidents, identifying hazards, mitigating risk, and making improvements across sites.

The Culture Committee is made up of 18 staff members and is led by the chair of the board and provides a focus on staff engagement, positive workplace culture, as well as activities and initiatives throughout the year. This committee was a key driver in the successful Harmony Week and R U OK Day events that brought together participants, staff, and houses to celebrate our connections and provide support. A Calendar of Events was created by the Culture Committee to track ideas and plans for events and provide an overview of the year's activities.

Covid-19 Management:

Cram's dedicated COVID Management Plan aligned with Government and Public Health Orders, providing directives on how to comply with orders and advising on updates and changes to advice. It is updated frequently to ensure the most current requirements are reflected, and has been the key source of Covid management information during this time.

Covid Ambassador Program:

The Covid ambassador program continued to provide another avenue for staff to access information, share ideas, and monitor Covid policy implementation. The ambassadors supported the implementation of Covid-related strategies within Cram sites and passed on feedback regarding implementation and further health and safety strategies.

Recruitment & Induction

The Cram Foundation held 157 interviews, ran 11 inductions, and onboarded 36 new staff members including Disability Support Workers, administrative team members (Human Resources, Accounts, and Marketing), Team Leaders, and Nightshift Coordinators. Cram has further developed its recruitment strategy and revisited in-person expos and job fair events to promote the benefits of working at The Cram Foundation and gain access to active job seekers. The listings of jobs online on both the Cram website and Seek website, as well as on local job boards has continued. Cram was a key employer featuring in the CareForce Program, a 12 month program run by Community Industry Group to connect local care industry employers directly with job seekers. Cram exhibited at all CareForce expos, submitted videos promoting Cram to their online events, and pledged jobs to their job board. Cram continued with a strong focus on training and support for both new and current staff, ongoing training

opportunities, and consulted directly with staff on key decisions and changes.

Surveys

Cram distributed a Participant, Family and Carer Feedback survey requesting responses to a range of questions regarding Cram's service, facilities, and customer service. Communication with participants and families continue to be a key element of Cram's customer service strategy. The survey communications also invited any participant or family member to meet with Cram's CEO directly to discuss any feedback, further fostering the culture of open communication, trust, and continuous improvement.

Awards:

The Cram Foundation was a finalist in the Business Illawarra 'Excellence in Customer Service Award' and 'Outstanding Community Achievement Award' categories, as well as the Community Awards Australia 'Customer Service' category. This external recognition celebrates our staff's ongoing efforts and increases the positive brand recognition of Cram in our wider community.



Staff Recognition:

On The Cram Foundation's 90th Anniversary, 3rd May 2022, a recognition event was held for team members who had reached service milestones at Cram, as well as for all those nominated for a recognition award.

Over 20 people received tenure awards recognising their years of service at Cram.

Tenure Award Recipients

5 year:

Nicole Mwangi
Rene Ndayisaba
Holly Buckley
Russell Smith
Rikki-Lee Fuller
Tanya Hampton
Daniela Eftimovski

Rachael Parlett
Francisco Alcalde Lopez
Leigh Kingsley
Stewart Newcombe
Maddison Hazelton
Kasie O'Leary
Jeremy Picken

10 year:

Linda Pullen
Robyn Wilson
Dorothy Keys
Maria Klanac
Hayley Condran

15 year:

Patricio Covarrubias
Julie Voorwinden

20 year:

Leanne Toms

25 year:

Mandy Brown

Year in Review 2021-22

FINANCE/ACCOUNTS

Number of invoices processed
PAYABLES 5403
RECEIVABLES 2906



JUNE 2022 RESULT
\$1.9M

Amount of claims on Participant plan

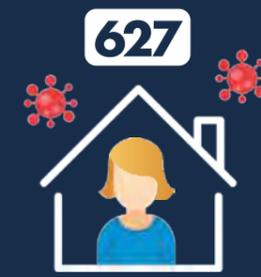


QUALITY STANDARDS & SERVICE/ COVID-19

Total RAHTS TAKEN



Total STAFF ISOLATION



Total Ambassador Meeting Held



Number of Times Homes in Outbreak



Covid Related TRAINING SESSIONS HELD



SUPPORT COORDINATION



Total hours delivered Support Coordination

1325



EQUIPMENT PURCHASED 30



TOTAL NUMBER OF PLAN REVIEWS

LONG TERM GOALS ACHIEVED



- Holidays
- Coffee Courses
- Cooking Classes
- New Homes

TOTAL NEW PROJECTS



Chaplin x 1
Greyleigh x 1

NEW PROJECT & DEVELOPMENT

Total Maintenance Issues Managed



Total new participants (Including Chaplin)



Total Expo or Events Participated In



Total of New Enquiries



PEOPLE & CULTURE



TOTAL OF NEW STAFF HIRE

65



Total Staff Group Inductions

12

136



Total Job Interviews Held

Total hours Support Delivered

318,325



Total ROSTER OF CARE Reviews

120



OPERATIONS

Number of CEO Briefings Held

14



Total Number of Social Media Posts

138



Total Number of Events Held



Total Hours of OT Worked



3100 Hours

TOTAL Injuries Managed LTI's & MTI's

45



TOTAL RN Hours Worked



Total Number of TRAINING PROGRAMS HELD



NUMBER OF Training Events Attended



NUMBER OF Focus Groups and Feedback Interviews Held



6 Focus Groups
2 Surveys
20 Depth Interviews

Number of WHS Meetings Held



NUMBER OF Board and Culture Committee Meetings Held



NUMBER OF SERVICE AGREEMENTS



CRAM IN THE COMMUNITY

Over the past 12 months, The Cram Foundation has been significantly involved with our community through continuous partnerships with other disability providers, businesses, and stakeholders to deliver our person-centred services to our participants. Cram plays a key role in our wider Illawarra and Shoalhaven communities, particularly in advocating for accessibility and inclusion for people with a disability. Cram continues to consistently engage with Government and politicians to advocate for people with a disability, and communicates with the National Disability Service (NDS), National Disability Insurance Agency (NDIA), and all levels of Government to provide feedback and collect information across all disability-related issues.

In April 2022, Cram was a key organisation in the NDIS National Day of Action Rally, where disability service providers around the country joined together to advocate for a strong NDIS. The Wollongong Rally was attended by hundreds of people and many politicians, disability organisations, and people with a disability. Cram played a fundamental role in highlighting the impact of NDIS plans being cut and people being unable to get the support they need. This was organised in collaboration with the Illawarra Disability Alliance, a membership group of not-for-profit disability service providers working together to improve outcomes for people with a disability. Cram and other IDA members continue to collaborate on advocating for people with disability and recommending sector improvements.

Cram was also a significant supporter of the Vax the Illawarra Campaign. This campaign encouraged all locals and businesses to get their COVID vaccination to support the health and safety of our community. As supporters of vulnerable people with a disability, Cram is particularly concerned with encouraging everyone to do their part to protect and support

the health of our more vulnerable populations. This campaign was a huge success, with many businesses getting on board to share messages of support and their own vaccination.

The Cram Foundation was involved in the 12 month CareForce Job Seeker program where we pledged support as well as employment and training to job seekers in our region. Our involvement in the program, as well as five other industry expos, helped to promote Cram's brand and services, our involvement in the community, and our standing in the sector.

The Cram Foundation continues to be involved with many business and community groups and industry events, and this has been growing each year.

- Business Illawarra
- Illawarra Disability Alliance
- Illawarra Women in Business
- The Illawarra Connection
- Featuring at many expos including Illawarra Disability Options, Shoalhaven Disability Options, CareForce Job Seekers, School Career Expos, and Job Fairs.
- Cram's CEO remained in her role as a member of the Illawarra Regional Advisory Committee of the NSW Business Chamber
- Regional Development Australia's Leadership Illawarra Program, which develops the skills and enhances the experience of emerging leaders in our region. Cram's Accommodation and Growth Manager completed this two-year program in 2022, and both Cram's CEO and Deputy Chair of the Board acted as Mentors in this program.



FINANCIAL REPORT

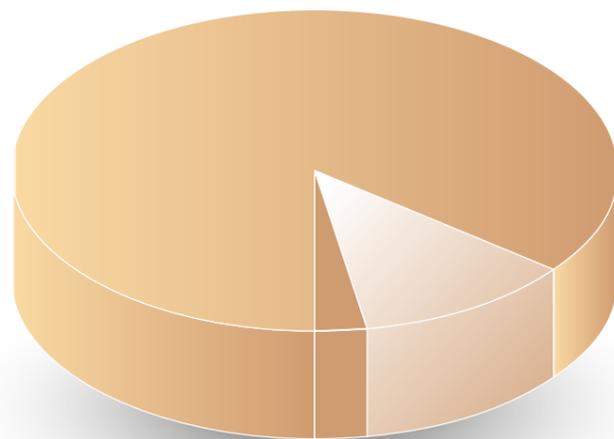
The financial year end 2021-2022 produced an operating surplus of \$1,953,909 compared with Surplus of \$1,591,764 for 2020/2021.

Total Income \$20,312,022



- NDIA funding
\$18,558,587
- Participant Fees
\$692,805
- Interest earnings, donations,
insurance payments and other
\$1,060,630

Total Expenditure \$18,358,113



- Employee expenses
\$15,748,348
- Operating expenses
\$2,134,995
- Depreciation and interest expenses
\$474,770

Total assets were \$13,307,729 of which \$6,612,167 were current assets, comprised primarily of cash reserves; \$6,695,562 being non-current assets comprising of buildings, right of use assets, motor vehicles and furniture/equipment. Total liabilities were \$4,540,386 of which \$2,647,787 were current. Net Assets \$8,767,343.





Level 1, Unit 7/75 Cygnet Avenue
Shellharbour City Centre, NSW 2529

Phone: (02) 4255 6900

Email: admin@cramfoundation.com.au

www.cramfoundation.com.au

