



Clarence Village Limited Annual Report 2019

Clarence Village Limited
ABN 46 135 598 097
194 Turf St
GRAFTON NSW 2460

Contents

Contents1

What We Do2

Our Vision2

Our Mission2

Our Values2

Chairman’s Report.....3

CEO’s Report.....4

Financial Report.....5

Resident Survey Results.....6



What We Do

Clarence Village Limited is a community-owned not-for-profit organization that has been providing accommodation and care services for seniors for over 40 years. Clarence Village operates Independent and Supported Living retirement villages, as well as residential aged care through its Dougherty Villa facility.

Our Vision

A Clarence Valley where the aged live in safety and with dignity.

Our Mission

To build a community that cares for the aged by providing a home, connection and care

Our Values

People first

Respect – We listen

Compassion – We help those in need

Integrity – We do what's right, not what's easy



Chairman's Report

On behalf of the Board of Directors of Clarence Village, I am pleased to report to you on the key features of our activities over the past year.

Within the next few weeks the long needed and planned for additional wing at Dougherty Villa which contains 21 Single En-suite rooms will be handed over to us following completion of construction. It is 10 years since we identified a need for the extension and we are pleased that places in Dougherty Villa should now be available as the aged in our community need them. This also allows the opportunity to update some of our existing facilities to ensure that throughout Dougherty Villa we will have facilities to match the high quality of care provided by our dedicated team.

It is an opportune time to reflect that this now enables Clarence Village Ltd to offer to our community an appropriate home or care, across a range of Independent and Supported living and in Residential care, to up to 235 residents. During the past year we welcomed 37 new residents to our facilities and connected them with our community.

This year we developed a proposal and building plans and secured a site to construct an additional 22 Independent Living units in South Grafton to partially address the extreme shortage of appropriate Social or Affordable housing designed specifically to meet the needs of seniors. We sought financial contribution from each of the NSW State and Federal Governments and offered to contribute \$1m towards the project costs. Despite pitching this proposal directly to the NSW Premier Hon Gladys Berejiklian and Deputy Premier Hon John Barillaro and despite evidence of the harmful social impacts caused by inadequate supply of appropriate seniors housing, we have to date been unsuccessful in progressing the project. But it is not too late for our local members of Parliament Mr Kevin Hogan and Mr Chris Gulaptis, who are Patrons of this organisation, to help us find a way to answer this need.

In recent weeks we have reviewed and re-expressed our Strategic Plan for 2019 - 2021, updated our Governance Framework, conducted a successful performance appraisal of each of the Chief Executive Officer and Chairman. All of these actions to improve and protect our Culture as an organisation and to ensure that we are capable of achieving our Mission:

To build a community that cares for the aged by providing a home, connection & care.

This range of work, in addition to oversight of the Company activities, required testing thought and work from the Directors and I would like to acknowledge their significant contribution and thank them. I would also like to thank Dennis Benfield who both joined and retired during the year as a Director representing the Grafton RSL Sub branch. I extend a warm welcome to retired businessman Mr Allan Gough who joined the Board in July this year.

Finally I want to acknowledge all of the great people who control, work in and around our facilities, our volunteers, our residents, our various suppliers who all contribute to creating and sustaining a supportive community in Clarence Village and Dougherty Villa.

Geoff Shepherd

Chairman

Clarence Village Limited

CEO's Report

Clarence Village's past year has been one of change and challenge that I believe will allow the organization to meet its mission in the years to come. Some of the challenges over the past year have come from external factors, such as changes to legislation and the Royal Commission into Aged Care. Others have been borne of our own will, such as the construction of the extension of Dougherty Villa. I'm proud to say I believe we have met each of these challenges with an unwavering dedication to doing what's right for the long-term interests of our members and our community.

Change is always difficult to navigate and in an organization that's powered by people, change in personnel can be a difficult thing to navigate. Experience can't be replaced, except with time and hard work. We regretfully farewellled Linda Smith and Charmaine Want from the Dougherty Villa team over the course of the year, after many years of outstanding service and dedication. I'd like to thank both of these ladies for their commitment and drive during their time at Clarence Village and wish them all the best in the future. It's with great pleasure that I welcome Peter Cairns into the Operations Manager role at Dougherty Villa and look forward to many years of fruitful collaboration.

Dougherty Villa's year has been a disrupted one as works on the extension to the facility took place. Our residents have been extremely understanding and tolerant during the build. We look forward to opening this state of the art extension early in 2020.

In the independent and supported living divisions the focus has been on ensuring fitness for the future, with extensive planning and investigation work being done on our existing assets. This work forms the basis of our plans to maintain and extend the life of our facilities to meet the expected increase in demand over the coming decades. Vicki Valja's tireless and dedicated management has been indispensable in building the platform for this future.

Legislative changes in the governance of retirement villages and aged care quality standards over the year have challenged Clarence Village as a standalone provider. Our approach to navigating these issues has been to forge and strengthen relationships with colleagues across our region. Deepening ties with our friends Crowley Care in Ballina, as well as establishing relations with Nambucca Valley Care to the south and Mareeba in Maclean has given our team the network required to handle these issues effectively and confidently.

In revising the strategic plan for Clarence Village over the last few months, we've been able to discuss and consider the organisation's role and purpose into the future, as well as the challenges facing our community. This process has been challenging in the best possible way – giving us the forum to question the way we operate and conceive of ourselves and our purpose. In going through this process, I believe we've emerged a stronger organization, that over the coming years will be able to use its strengths and assets to ensure the aged in our community live with the safety and dignity they deserve.

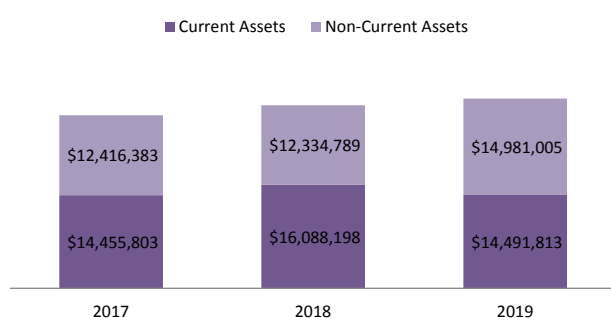
Duncan McKimm

**Chief Executive Officer
Clarence Village Limited**

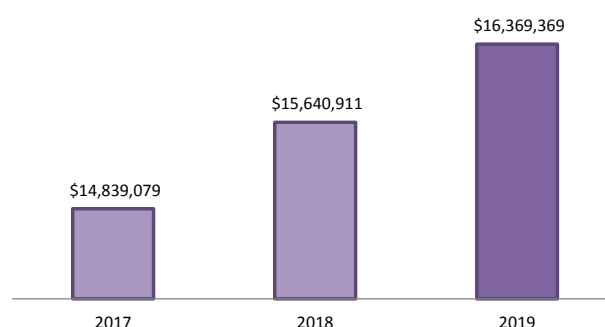
Financial Report

Clarence Village continues to be in a strong financial position, with the below graphs presenting a picture of a healthy organization investing in its future. The investment in construction over the course of the financial year necessarily had a significant impact on the organisation's surplus, though it remains very sound overall. With the extension of Dougherty Villa not expected to be online and at capacity until close to the end of this financial year, it's comforting to see this strong revenue and net asset growth, which will allow us to emerge from this a much stronger organization.

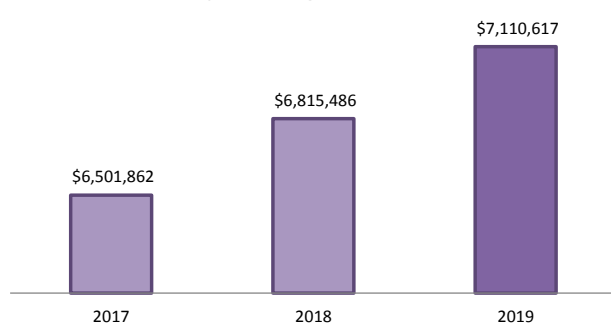
Current & Non-Current Assets



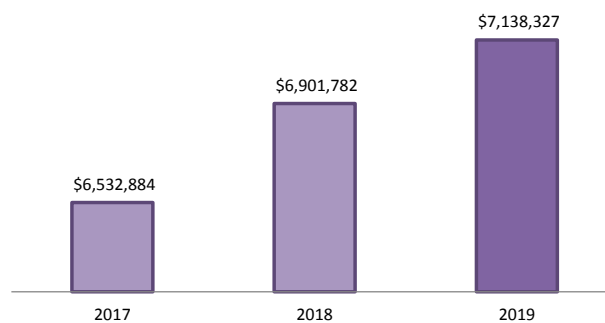
Net Assets



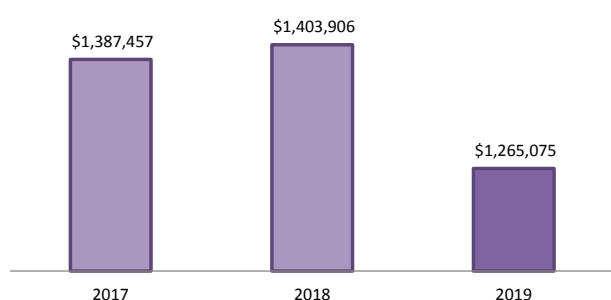
Operating Revenue



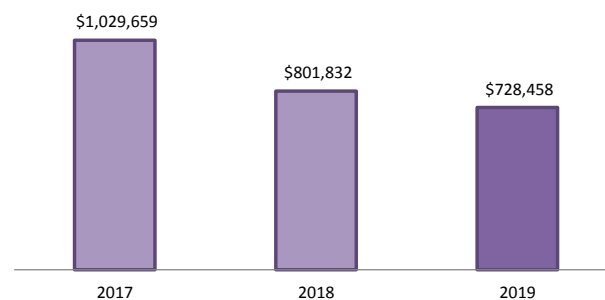
Total Revenue



Net Cash from Operating Activities



Total Surplus



Resident Survey Results

Our regular resident surveys are an opportunity for residents to let us know how they feel about where they live, how they feel and how it could improve. I'm very pleased to report the below results from our most recent surveys across our independent and supported living divisions, which indicate Clarence Village is definitely still considered a great community to live in by our residents.

Residents were asked how satisfied they were with	Independent Living respondents satisfied or very satisfied	Supported Living respondents satisfied or very satisfied
Living at Clarence Village	100%	95%
Their unit	98%	100%
The Village grounds and gardens	86%	79%

Residents were asked if they felt that	Independent Living respondents that agree or strongly agree	Supported Living respondents that agree or strongly agree
Clarence Village is affordable	90%	95%
Clarence Village is a great community to live in	100%	95%
They feel safe at Clarence Village	92%	95%
The Clarence Village staff are helpful and caring	96%	100%

At Dougherty Villa resident surveys are carried out regularly as part of our quality improvement and benchmarking processes. The results are used by our management team to proactively improve the service we offer and the care we provide. The results of the most recent resident survey results are a credit to our fantastic team of dedicated and caring staff.

Dougherty Villa residents were asked	Responded with Most of the time or Always
Do staff treat you with privacy, dignity & respect?	95%
Do you feel safe and secure here?	96%
Do staff meet your healthcare needs?	95%
Are staff kind, supportive and helpful?	94%
Do staff act promptly when you call them?	87%
Is the food appetizing and tasty?	88%

We pride ourselves on listening to our residents and will continue to seek feedback from our community and our members into the future.

Duncan McKimm
Chief Executive Officer
Clarence Village Limited

