
Clarence Village Annual Report 2021



Clarence
Village



**Clarence
Village**

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

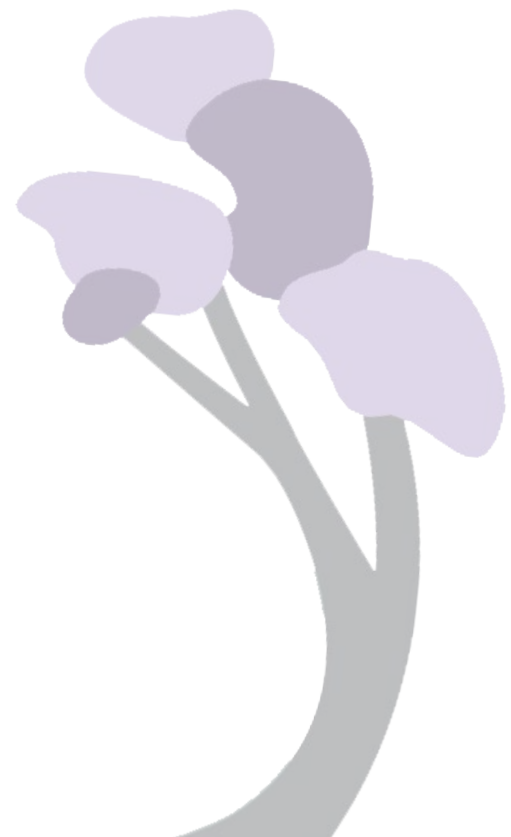
Our Values

People first

Respect — We listen

Compassion — We help those in need

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



Welcome to Clarence Village's 2021 Annual Report

In this publication we reflect on an extraordinary year for our organisation and our community. We've made it through the year stronger, together, by continuing to put people first. We've stayed connected despite the challenges and have found a way to keep building a community that cares.

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Photos front cover:
Suzie Hudson & Fairlie Slater
Arthur Cooper & Bryanna Boyd

Chairman's Report

Clarence Village has had a busy year coping with the uncertainties and risks to our residents and staff from Covid 19. Numerous lockdowns curtailed many resident activities and prevented visits from family and friends. Our CEO and Directors were not immune and were forced to confront the potential legal risks of liability caused by the pandemic in the event of infections, while being denied insurance protection.

These restrictions have encouraged our team to implement continuous improvement strategies to make us better carers, with better education and new ways to arrange our team to be safer and more effective as we maintain our aspiration to be leaders in care quality. We look forward to our own freedoms and immunity from the Covid virus.

In an address to our 50th Birthday gathering last November I said in part:

“Throughout its history, Clarence Village has provided housing that is suitable to the aged, and for those without adequate means at no entry contribution. In its first 25 years Clarence Village was assisted by NSW or Federal Governments with capital grants of about two thirds of the cost. Today Government policy encourages our aged to remain at home rather than in nursing homes. This results in increased pressure of lack of supply and increased demand for ILU housing which is reflected in our waiting lists. Government support to provide suitable safe and affordable housing for the aged needs to rank equally with sporting facilities, cultural facilities, health facilities, parks and reserves and roadways in allocation of Government grant funding.”

Over the last 10 years, Clarence Village has invested almost \$15.5m in capital works to support seniors in our community, purchasing Clarence Village on Queen

Ron Bell, Bill Dougherty OAM, Geoff Shepherd, Duncan McKimm celebrating 50 years of Clarence Village at the 2020 AGM





These restrictions have encouraged our team to “Implement continuous improvement strategies to make us better carers”.

and constructing Clarence Village Gardens and Dougherty Villa’s Waratah Wing. All without any contribution by Federal or State Government.

Despite our best efforts and investments, more is required to meet the needs of the almost 50 community members on our waiting lists today and Government should provide it. My pleas and representations to our Federal & State Members of Parliament to find a way to contribute has gone unheeded, despite us applying for several grant funds and again committing our funds to this goal. My regret is to retire as Chairman with this need not met.

We all owe a debt of gratitude to our CEO Duncan McKimm for his leadership and innovation this year in particular. His kindness and compassion to all, together with his range of professional skills have been invaluable. Our managers and team

respect his leadership and have again excelled in their response to our resident’s needs.

Our Chairman Ron Bell was unable to continue in his role due to personal circumstances and we wish him well for his recovery. We thank Ron and Dr Nigel Bacon who resigned during the year and welcome new Directors Libby Shearer, Lyn Harris and Arthur Lysaught who are already active contributors. I will again retire from the role of Chairman and offer myself for re-election as a Director and pledge my support to our new Chairman Mark Dougherty, who I understand is the sole nomination to that position.

Geoff Shepherd
Chairman



Our Board

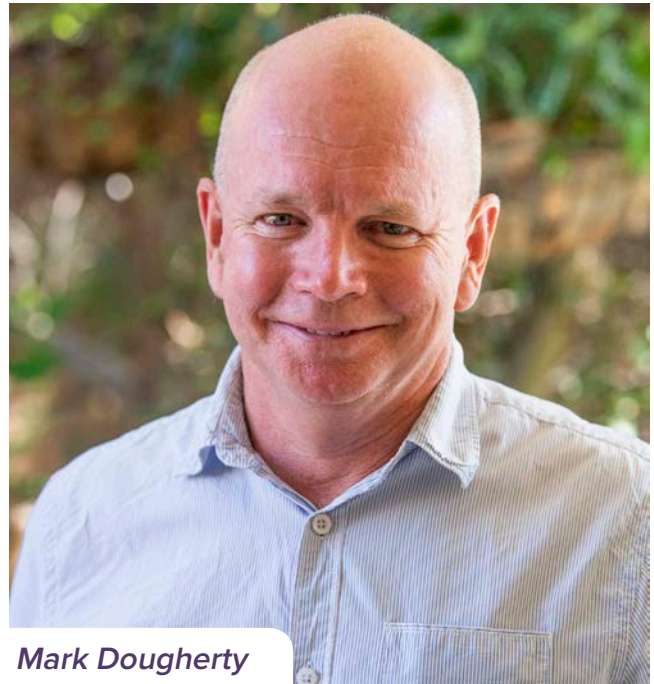
Clarence Village is fortunate to be served by a Board of dedicated and skilled volunteer Directors. Our Directors work tirelessly to make sure our organisation serves the interests of its members. Between them they've given 61 years of service to Clarence Village. We thank them for this amazing contribution.



Geoff Shepherd

Chairman

Geoff enjoyed a lengthy professional career as a chartered accountant and company auditor, before serving as a director of a significant unlisted property trust. Geoff has volunteered as a Director of Clarence Village since 2002.



Mark Dougherty

Deputy Chairman

Mark has over 20 years of experience in financial services and is Director of a private company with assets worth over \$230m. Mark serves on the Lismore Diocesan Finance Council and is also a Director of the Clarence Valley University Centre Ltd. Mark has volunteered as a Director of Clarence Village since 2017.



Chris Wheelahan

Chris is a principal of Thompson, Wheelahan & Hampshire solicitors, Chris is also an active member of Grafton Rotary and has served on Clarence Village's board since 2003. Chris has volunteered as a Director of Clarence Village since 2003.



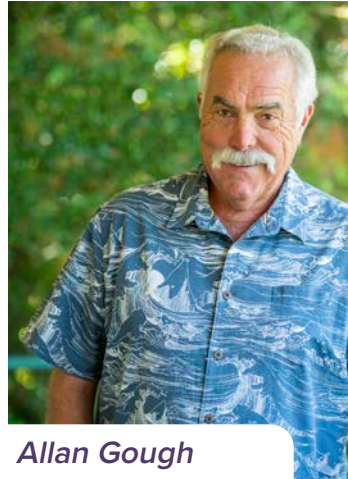
Neil Payne

With an extensive professional history in insurance broking, Neil's public life has also involved serving as Mayor of Copmanhurst Shire Council and as administrator of Clarence Valley Council. Neil has volunteered as a Director of Clarence Village since 2011.



Taya Straw

A qualified registered nurse and clinical nurse educator, Taya is currently a lecturer and professional experience leader at Southern Cross University. Taya has volunteered as a Director of Clarence Village since 2018.



Allan Gough

Allan enjoyed a successful professional career as a valuer and real estate agent in Grafton, which has given him a wealth of knowledge about the property market in this area. Allan has volunteered as a Director of Clarence Village since 2019.



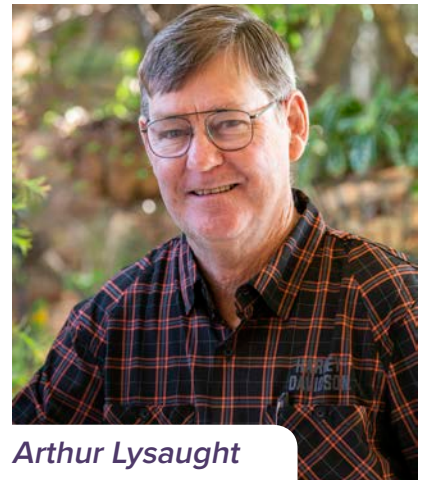
Libby Shearer

Libby has been a resident of Clarence Village since 2018 and has professional experience in volunteer management, palliative care, advance care planning and community nursing. Following her retirement Libby has been an active volunteer at Grafton Regional Gallery, facilitating the Arts in Mind dementia program. Libby has volunteered as a Director of Clarence Village since 2020.



Lyn Harris

Lyn is a former Registered Nurse and Midwife whose professional career included working as WHS Coordinator of the Northern NSW Health District, and Safe Work NSW as a WHS Trainer. Lyn joined the Clarence Village board in 2021.



Arthur Lysaught

Arthur is a Councillor of Clarence Valley Council and previously worked as the General Manager of Grafton District Services Club. He is a current Life Member and Vice President of Grafton District Services Club. Arthur previously served as Board member of Clarence Village Association. Arthur joined the Clarence Village board in 2021.

The Obstacle is the Way

The challenges we've faced over the last year have tested our resilience, our systems and our community spirit. When change arrives, it's easy to mourn for the future we'd imagined but won't live out. It's also tempting to be angry with the things that have forced us to change tack, but only if we neglect to let history guide us.

Thousands of years ago, Marcus Aurelius wrote "The impediment to action advances action. What stands in the way becomes the way." It's important to remember our plans, strategies and aspirations only exist to advance our mission. When the situation changes, so must our actions, because these challenges are why we're here. Our job is overcoming challenges, whatever they may be.

During the recent drought I heard a

gardening expert advise that when water is scarce, gardeners should focus on watering their trees, even if that means sacrificing smaller plants. The lesson being to focus on things that take a long time to grow and are not easily replaced.

Over the course of this year, we've focused on our people and our financial position. Without good people and a secure financial base, we have no chance of achieving what we're here for and our residents will suffer.

“Our job is overcoming challenges, whatever they may be”

”

Waratah Wing



When we reflect on a year's work, we need to consider whether the things we put our efforts into were essential to achieving our mission. On reflection, I believe our values guided our work and I'm satisfied that we achieved significant progress towards our goals. Most importantly, we've strengthened our team and taken some important decisions that will help guarantee our future. Some of these decisions have been difficult, but nothing worthwhile is easy.

I'm pleased to report that we end the year in a strong position on both the human and financial fronts. We've acted this year to strengthen our community by consolidating our newsletters into the Village Voice to tell everyone Clarence Village's stories and creating a community connections role to help maintain our community through lockdowns.

Financially we've implemented a new investment strategy, including purchasing City Centre Apartments as a social enterprise to fund our operations. Combining and balancing high performance in both of these spheres is our challenge – this is why we're here.

I'd like to make special mention of the incredible community of staff and volunteers that toils to improve the lives of our residents. We're incredibly lucky to have such dedicated and talented people as part of our team. I'd particularly like to thank my team of senior managers, Village Manager and Company Secretary, Vicki Valja, Dougherty Villa Facility Manager Peter Cairns and Finance Manager, Roxanne Sydenham for their dedication and hard work over the year.

The challenges of this year aren't yet overcome, and different ones will replace them when they are, but by keeping our eyes fixed on the mission – to create a community that cares for the aged – we'll meet and best whatever comes. It's as simple and as difficult as that.



Duncan McKimm
Chief Executive Officer



Staying Connected

For more than half a century Clarence Village has been all about people, community and creating meaningful connections. These connections have been challenged, but not broken by the recent challenges of the Covid pandemic.

Our ability to safely navigate restrictions, while retaining the connections between residents, families and staff, has been foremost in our planning this past year.

We'll keep finding ways to stay connected with each other – it's why we're here.

“ Our ability to safely navigate restrictions, while retaining the connections between residents, families and staff, has been foremost in our planning this past year.



Community Connections

In person, a Community Connections Officer role was created to maintain connections through the forced separations of Covid. Ros Houlahan has taken to this role with relish and not only arranges residents' regular social gatherings and outings but has also assisted residents with FaceTime and Zoom sessions to keep in touch with families through border closures and lockdowns.



Digital Communications

In the digital world, the Clarence Village's website received a makeover to offer a more inviting and user-friendly experience for online visitors who want to stay in touch and up-to-date with news and happenings, wherever they are.



Village Voice

In print this September, we also launched a new Clarence Village-wide newsletter, the Village Voice. Its monthly appearance has already become a much-loved facet of Village life.



Our Volunteers

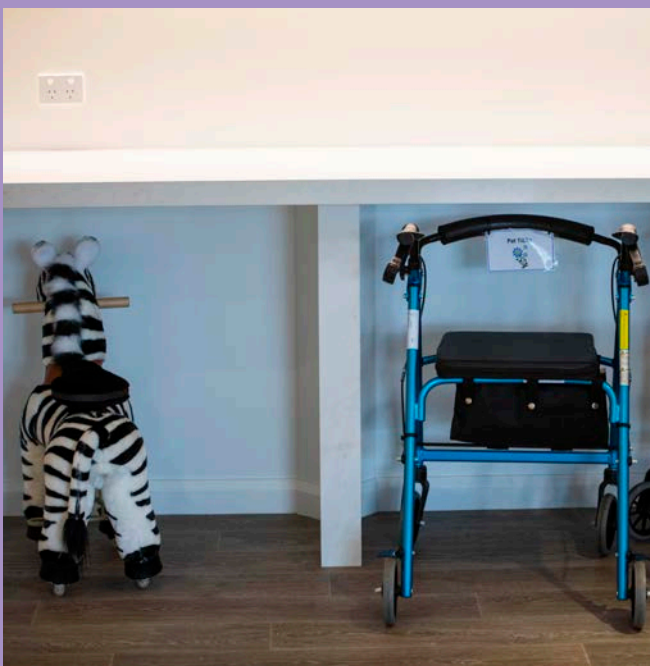
We rely heavily on our volunteers to maintain community connections for our residents, particularly at Dougherty Villa. From the volunteers who assist with outings, activities and arranging fresh flowers to the Rotary men's group that hold a monthly lunch with our residents – they all do vital work. Clarence Village thanks all our volunteers for being part of our community.



Michael Hagar & John Treacy



Jim Armstrong & Michael Blake



Greg Beverley

New Growth

Meeting our mission is a growing task, as the proportion of seniors in our community grows. To meet the need we need to grow too.

This year Clarence Village implemented a new investment strategy that has seen us add to our portfolio of assets. These assets were either acquired to provide housing for seniors, to generate a financial return or to develop into future housing for other seniors.

This year's acquisitions include:

Westlawn Property Trust investment - \$2.98m. Generating a financial return on investment of over 6% p.a. to support Clarence Village's mission.

3 & 4 188 Alice St - \$540,000. These two 2 bedroom units adjoin Stage 4 of Clarence Village and have been added to our stock of independent living units, providing housing for seniors.

City Centre Apartments – \$1.98m. A complex of short-stay apartments on Prince St. This is operated as a social enterprise, returning profits to Clarence Village to fund maintenance of other assets.

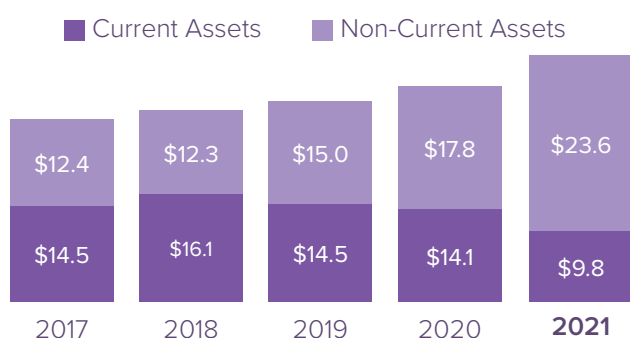
95 Armidale St – \$500,000. Land purchased as site for proposed development of 22 independent living units.



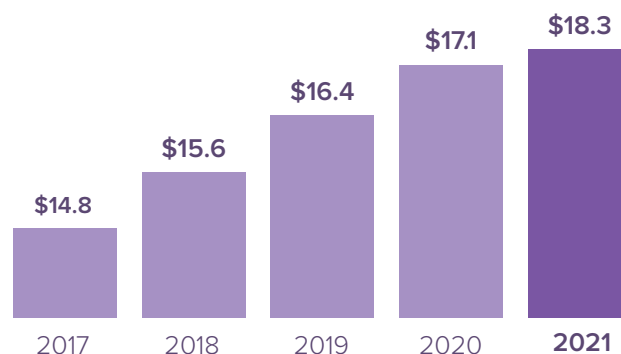
Financial Report

Clarence Village has produced another strong financial performance in difficult circumstances, growing our net assets and reporting a surplus in line with our long term plans. Revenue and expenses both include one-off increases this year due to Government Covid support payments and additional Covid expenses. These impacts are transitory, but the underlying business is strong, with very high occupancy and well-maintained assets meaning the business is in a strong position to generate cash and meet its obligations into the future.

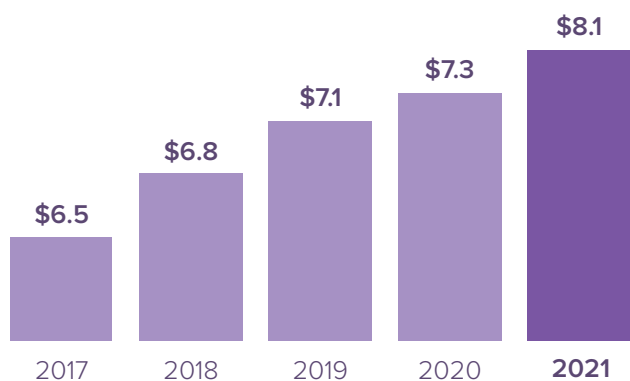
Current & Non-Current Assets (\$m)



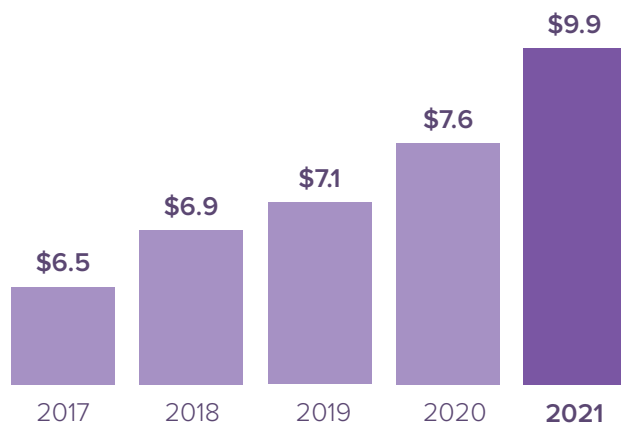
Net Assets (\$m)



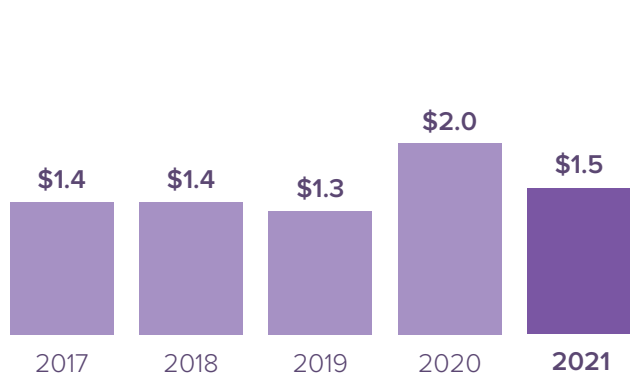
Operating Revenue (\$m)



Total Revenue (\$m)



Net Cash from Operating Activities (\$m)



Total Surplus (\$m)



What Our Residents Say

We can't put people first without regularly asking how they feel about where they live. The strong communities we create at Clarence Village don't happen by accident and we need to make sure we keep our focus on responding to resident needs.

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	97%	90%
Their unit	100%	95%
The Village grounds & gardens	79%	90%

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	94%	52%
Clarence Village is a great community to live in	97%	81%
They feel safe at Clarence Village	94%	100%
The Clarence Village staff are helpful and caring	94%	100%

The Covid pandemic has been hugely disruptive to the community that's been built up around Dougherty Villa over many years. As we navigate visitor restrictions and safety measures we're always looking to minimize disruption to resident lives.

Dougherty Villa residents were asked their satisfaction with the following	Rating
Dougherty Villa doing enough to keep everyone safe	92%
Management of visitor restrictions	90%
Range of services being provided eg haircuts	85%
Meeting needs during the Covid pandemic	85%
Support to stay connected with family and friends	83%

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

Photos Back Cover:
George Butler
Ernie Really & Bryan Haynes



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