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# Clarence Village Annual Report 2022



Clarence  
Village



**Clarence  
Village**

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## Our Vision

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

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## Our Mission

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

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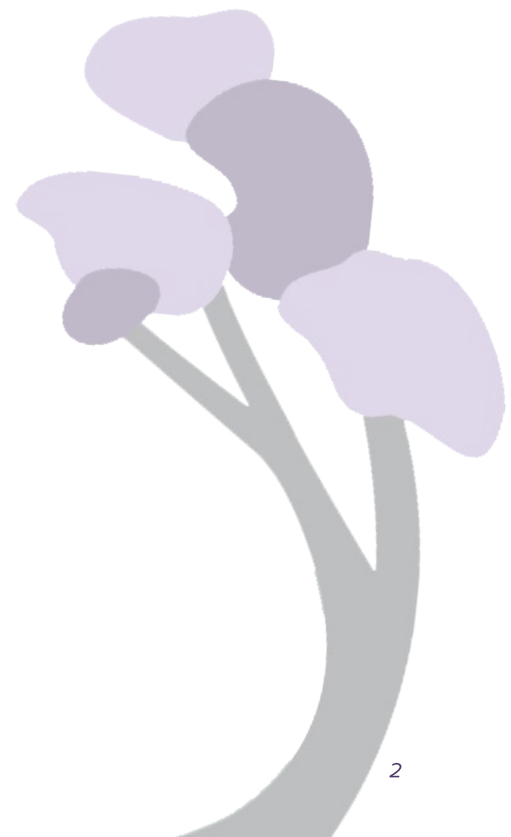
## Our Values

People first

Respect — We listen

Compassion — We help those in need

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



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# Welcome to Clarence Village's 2022 Annual Report

The first half of 2022 was Clarence Village's toughest period of the pandemic to date. Achieving the results we have would not have been possible without the diligence and dedication of our staff, and the support and co-operation of residents and visitors.

Clarence Village has emerged stronger and prouder of the services it provides, confident in continuing its legacy of high quality care well into the future.

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## What's Inside

Chairman's Report .....	4	Planning for the future .....	13
Board members .....	6-7	Financials .....	14
CEO report .....	8-9	What our residents say .....	15
Communication is key .....	10		

Photo front cover:  
Gail Timmons and Heather Freeman

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# Chairman's Report

In 2022 Clarence Village celebrated its 52nd year of providing a safe place to live for our aged in our Grafton and surrounding community in 97 independent living units, 45 supported living units and 74 aged care beds.

Our dedicated staff numbering just over 100 continue to provide an outstanding standard of care and support to our 235 residents.

As a testament to this there are generally very few if any vacancies across the range of accommodation options and a waiting list for each of these styles of living and associated supports. This also reflects the dire and increasing need for more affordable housing to made available within the Grafton area.

We continue to push forward with plans to build up to 32 Independent Living Units for mostly affordable housing on the site at 95 Armidale St, South Grafton. It is very disappointing that our pleas and representations to Federal and State Governments for funding to assist with this vital project have to date produced a nil result given the political noise and media focus on housing issues throughout Australia and particularly in our regional area.

However, it is pleasing that Clarence Valley Council have agreed to partner with Clarence Village and provide some concessions in regard to contributions for this project. Their support is acknowledged and appreciated.

We have the proven experience and long track record to build and manage housing projects which produce wonderful outcomes for the wider city of Grafton and our growing family of residents.

“ We have the proven track record to build and manage housing projects which produce wonderful outcomes for the wider city of Grafton.

I would like to thank our CEO Duncan McKimm for the way he goes about his task. He demonstrates kindness and respect to all his managers and their team who provide amazing care and support to our residents. They have all collectively and individually endured some challenging times during the last few years with COVID as an ever present shadow.

I would also like to thank my fellow directors for their support during the year and welcome new Board Member Mark Burrige to the Clarence Village team. Alan Gough retired from the Board during the year and I thank Alan for his contributions.



**Mark Dougherty**  
Chairman



# Our Management Team

Tonia Ficcosta (Quality Manager), Mandy Stark (Facility Manager), Bryanna Boyd (Operations Coordinator)

Clarence Village's work of creating a community that cares starts with choosing our team. People select themselves by demonstrating their values and often end up working in different areas of the organisation as their skills, life stages and interests change.



Darrel Kliendeinst  
Clarence Village on Queen Team Leader



Penny White  
Village Manager



Roxanne Sydenham

Roxanne Sydenham started her Clarence Village journey as a volunteer board member, donating her time and accounting expertise in the service of its governance function. As the needs of the organisation changed, Roxanne found herself moving from the Board into the operational side of the business, taking on the role of Finance Manager in 2020.

Through her time in the executive group Roxanne has helped transition and upgrade several major financial systems, establishing a sound base for the organisation over the years to come.

As we farewell Roxanne from the organisation we thank her for the years of dedicated service she's given to Clarence Village, its staff and residents as both Director and executive. We wish her and her family all the very best.

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# 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 63 years of service to Clarence Village. We thank them for this amazing contribution.



**Mark Dougherty**

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 as deputy chair. Mark has volunteered as a Director of Clarence Village since 2017.



**Neil Payne**

Deputy Chairman

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.



**Geoff Shepherd**

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 and served two terms as Chairman.



**Chris Wheelahan**

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



**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.



**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.



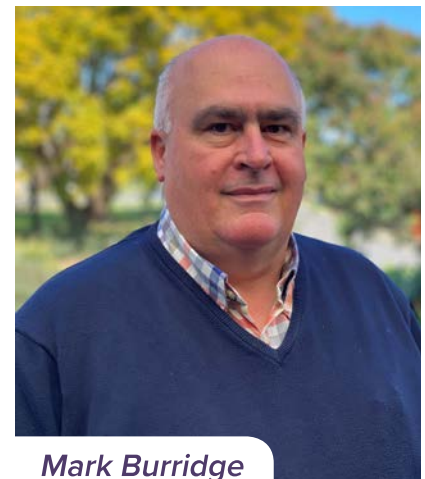
**Arthur Lysaught**

Arthur was 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.



**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.



**Mark Burridge**

Mark is a civil and structural engineer and principal of consulting firm McKenzie Burridge & Associates. A lifelong Graftonian, Mark joined the Clarence Village board in 2022.

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# Emerging intact

I'm pleased to present my report for the 2022 financial year, which saw Clarence Village endure difficult circumstances but emerge with its team, finances and mission intact.

In many ways the six months to June 2022 were the hardest of the pandemic for Clarence Village, with significant challenges posed by COVID and influenza to our staff across the organization. Thankfully, through our wonderful team's dedication and diligence, only a small handful of residents were affected by COVID.

Navigating these challenges has required me to push our team harder than I would otherwise like to, but I'm very proud to say they've remained resolute, good-natured and resident focused through it all.

We've had the pleasure of adding some terrific new team members to our group over

the course of the year. I'd particularly like to welcome and thank Tayla Wall as Executive Assistant and Penny White as Village Manager for the impact they've had on the organisation already. Good people make good places and their impact has been substantial to date.

**“I'd like to give thanks to my fantastic team across Clarence Village for their tireless work over the year.”**



Dougherty Villa management team, Mandy Stark (Facility Manager), Bryanna Boyd (Operations Coordinator), Duncan McKimm (CEO), Tonia Fitzcosta (Quality Manager).



Nowhere in Clarence Village were the challenges this year more acute or consequential than at Dougherty Villa. Facility Manager Mandy Stark and her team, led by Tonia Fitzcosta and Bryanna Boyd, have managed to chart a course through these rough waters that kept residents and staff safe while still delivering good quality of life and clinical care. The clearest demonstration of their success was their achievement of reaccreditation by the Aged Care Quality and Safety Commission for three years. No small feat.

My Corporate Services team also grew this year to incorporate Vicki Valja in a new Finance Administration role alongside Finance Manager, Roxanne Sydenham. It's with great sadness that we will farewell Roxanne from the Finance Manager role at the end of 2022 as she makes more space in her life for her grandchildren. Roxanne has served Clarence Village both as Board member and more recently as Finance Manager. She leaves the organisation in sound financial health and we will greatly miss her contributions.

While much progress was made on planning for an additional affordable housing development at our 95 Armidale St site, it saddens me to report that Clarence Village has not been able to attract funding from State or Federal Governments to assist with this project. We are determined to provide the community with more affordable housing for seniors and I'm confident we'll achieve this goal soon.

Lastly I'd like to give a thanks to my fantastic team across Clarence Village for their tireless work over the year. Overcoming floods, pandemics, lockdowns and staff shortages due to illness have been seemingly insurmountable issues. Each time though, our team has risen above them together and emerged stronger.



**Duncan McKimm**  
Chief Executive Officer



# Communication is key

The importance of connection has never been more apparent.

While things are mostly returning to some kind of normality at Clarence Village, it was helpful to have a reliable, positive voice keeping staff, residents, and their families abreast of happenings this past year.

The Village Voice celebrated its first anniversary in September 2022 and is quickly powering into its second year of publishing.

To honour the milestone, a quick stocktake of what the Village Voice achieved in its first year was testament to its formula of content that connects.

Across its first 12 months and 118 published pages there were:

- 118 stories and articles
- 280 different photographs
- 24 puzzles, quizzes and horoscopes
- Two elections (council and Federal), a funding announcement, major flood, Anzac Day, racing carnival and floral festival covered

“Achievements have been celebrated, milestones marked and goodbyes felt as we got to know some of our Village people a little better.”

Most stories featured residents, followed by staff and activities, as well as keeping the community up-to-date with all the crucial Village information from maintenance work to footy tipping results.

Achievements have been celebrated, milestones marked, and goodbyes felt as we got to know some of our Village people a little better, which is what The Voice is all about.



Celebrating the first anniversary of the Village Voice at Clarence on Queen Street are from left: residents David Barlow and Barb Melbourne, editor Lesley Apps, designer Tanya Kelly, resident Ron Clare and CEO Duncan McKimm.



## Our Volunteers

As we emerge from the pandemic's isolating challenges, we've rekindled one of our most cherished activities – linking our community with residents. Particularly at Dougherty Villa, volunteers play a vital role in ensuring residents continue to feel a part of their community.

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 – we thank our volunteers for the vital work they do and for being part of our community.



Colin & Heather Robinson



Sue McKimm and Bonnie McGowan



Sara Linsley with resident



Harry and Betty Layton

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# Planning for the future

The challenge of finding affordable housing for seniors in Grafton has only intensified over recent years.

Clarence Village is working towards addressing this issue by developing a new village for seniors in South Grafton. We have been seeking funding assistance from any and all sources including Local, State and Federal Governments, commercial financiers and Government-owned companies.

While we have not been successful in sourcing funding for this project to date we will continue to search for funding by any means, commercial, Governmental or philanthropic.

This is an important project and we hope to lodge a Development Application early in 2023.



1 North West View

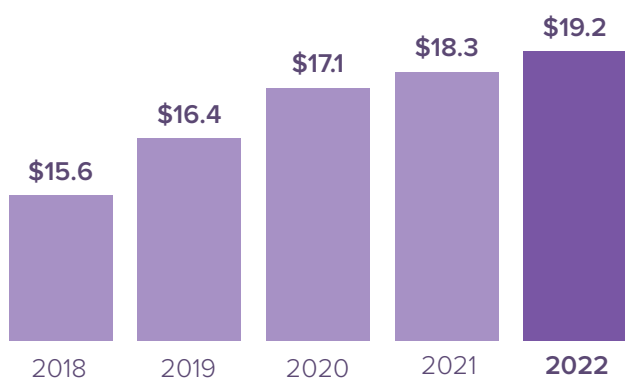


2 South West View

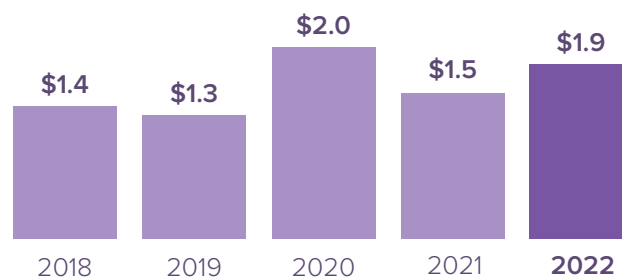
# Financial Report

Clarence Village maintained its performance through difficult circumstances to produce a financial result in line with its long-term financial plan across 2021-22. Growing net assets to \$19.2 million over this financial year, Clarence Village is in a sound and stable financial position.

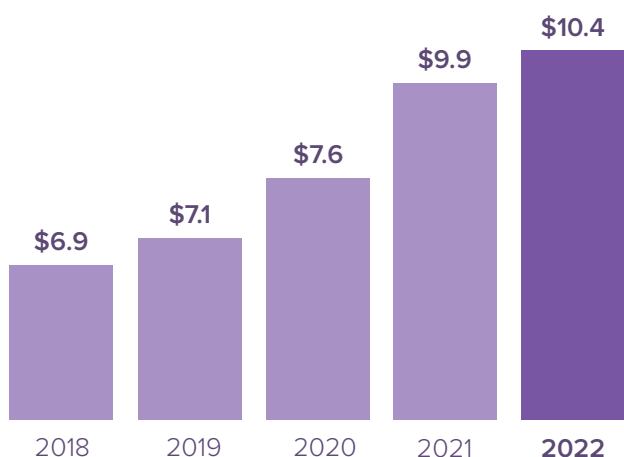
Net Assets (\$m)



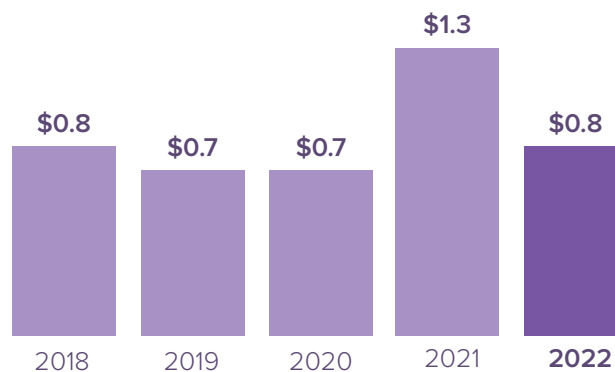
Net Cash from Operating Activities (\$m)



Total Revenue (\$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	95%	96%
Their unit	93%	96%
The Village grounds & gardens	67%	80%

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	79%	52%
Clarence Village is a great community to live in	89%	76%
The Clarence Village staff are helpful and caring	97%	96%

Dougherty Villa's continuous improvement project, Towards Best Practice, ensures we give all residents, relatives and staff the opportunity to provide feedback about how we can improve every six months. This has proven to be a valuable source of improvements across the three fields we look at – People, Place and Practice. Through this process we demonstrate our commitment to People First – asking what matters to those who matter to us and acting accordingly.

	Family	Residents	Staff
Net promoter score	+83	+53	+21
Star rating	4.6/5	4.5/5	-
Satisfaction rating	95.7%	95%	79%

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

**Clarence Village Limited**

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