

Artwork: 'Orchard'
by Helen Heathcote
genU artist



ANNUAL REPORT

2023

Growing genuine impact

PRIDE AT GENU

genU stands together with, and in support of, all members of the LGBTIQA+ community as we strive to build inclusive communities where all people feel safe, supported, and empowered to bring their true authentic selves to everything they do.

ACKNOWLEDGEMENT OF COUNTRY

In the spirit of reconciliation, genU acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea, and community.

We pay our respect to their Elders past, present and emerging and extend that respect to all Aboriginal and Torres Strait Islander peoples.

We are proud to continue our reconciliation journey with the genU Innovate Reconciliation Action Plan, introduced in March 2023.



Image: Innovate Reconciliation Action Plan feature artwork by Chris Delamont, Wirandjuri/Nari Nari, Riverina, Balnuruwanha 'Take Flight', 2022

Cover Image: Janelle and Jacqui

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ABOUT THIS REPORT

The Karingal St Laurence Limited (genU) Annual Report 2023 provides an overview of genU's activity and performance from 1 July 2022 to 30 June 2023. This report gives details on our services, activities to support our vision, mission, values and strategic plan, a summary of our financial performance, and information on the people who worked with us and for us.

A Financial Report has been produced separately and is available to members and significant funders. This report will be presented at the genU Annual General Meeting in November 2023.



WHO WE ARE

For more than 70 years, genU has been an intrinsic part of our local communities.

GENUINELY YOU

Our mission is steadfast; to create and deliver innovative services and supports that empower people to reach their full potential.

genU helps people of all ages and abilities to find jobs, homes, training, support and assistance to lead a fulfilling life, based on their individual circumstances and needs. If you are a genU client, you will benefit from our commitment to providing a wide range of services that embrace your uniqueness, and support you to be *genuinely you*.



GROWING GENUINE IMPACT

Today, genU provides support and services to around 65,500 people a year through our core disability, ageing, training, and employment services. We have over 4,200 staff in more than 230 locations across Australia.

OUR STORY

From humble beginnings and bringing together a number of organisations throughout our 70-plus year history, genU has evolved to become a genuinely national community provider.

While we are proud to be founded in regional Victoria, with most of our staff based in Geelong, genU's presence across Australia is growing.

Today, genU provides support and services to around 65,500 people a year through our core disability, ageing, training, and employment services. We have more than 4,200 staff in more than 230 locations across Australia.

With this depth of experience and reputation for quality comes a responsibility to keep innovating and investing in the communities we serve.

That's why genU continues to seek opportunities to extend our reach and deliver our core services to more areas, to enrich the lives of more people, and to grow our positive impact through everything we do.

OUR VISION

To build inclusive communities.

OUR MISSION

To create and deliver innovative services and supports that empower people to reach their full potential.

OUR VALUES



Welcoming



Safe



Innovative



Empowered



Respectful

WHAT WE DO

Using a client-centric approach, genU provides a range of supports, services, programs, and offerings that individuals can access and move between depending on their changing needs and aspirations.

Some clients have a singular need, while others may engage with numerous genU services throughout their journey with us. A client may opt to vary their supports, taking the opportunity to build new skills, gain employment or access individual (or group) support when they need it.

By building inclusive communities, genU supports and empowers people so they can reach their full potential.



Disability

- Support Coordination
- Accommodation
- Eastern Hub Community Centre
- Lifestyle and participation programs such as art classes, cooking, and outdoor programs
- Outreach services
- Individual support services
- Support for carers
- Allied Health
- Psychosocial recovery coaching
- Youth services
- Volunteer services
- Business inclusion corporate partnerships
- School Leaver Employment Services (Pathways)
- Supported employment
- Business Enterprises – Food Services: Seasons cafes, catering and gourmet range, Otway Kitchen, commercial food preparation
- Business Enterprises – Business Solutions: Document destruction, commercial laundry, warehousing and packaging
- Business Enterprises – Grounds maintenance and community nurseries



Image: Pam, resident at genU's Barwarre Gardens retirement village



Ageing

- Retirement living
- Residential aged care
- In home support – Home Care Packages, Commonwealth Home Support Program
- Allied Health
- Support for carers
- Outreach services
- Volunteer services



Training

- Training U for Work courses designed for jobseekers
- Accredited and non-accredited short courses designed for upskilling
- Digital and micro credential study modules
- Corporate training programs
- Nationally accredited qualifications
- Childcare and early learning



Employment

- MatchWorks (Disability Employment Services and Workforce Australia contracts)
- IPA recruitment

WHERE WE PROVIDE SERVICES

Through building inclusive communities around Australia, genU supports and empowers people so they can reach their full potential.

WA

Services

Employment
Training



11,146 Clients

174 Staff



SA

Services

Disability Support
Ageing Services
Employment
Training



2,084 Clients

59 Staff

TAS

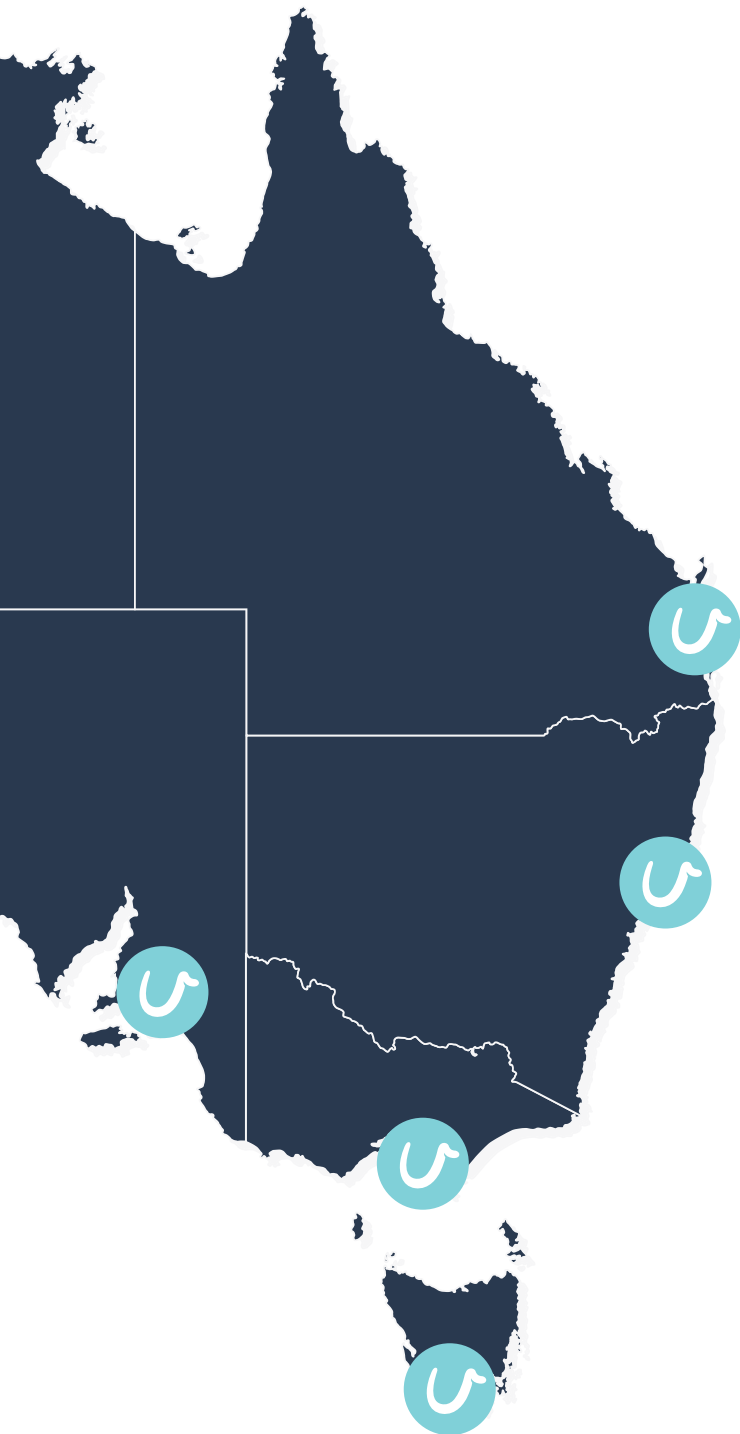
Services

Disability Support
Ageing Services



604 Clients

633 Staff



QLD

Services

Employment
Training



6,286 Clients

121 Staff

NSW/ACT

Services

Disability Support
Employment
Training



12,662 Clients

159 Staff

VIC

Services

Disability Support
Ageing Services
Employment
Training
Business & Community
Childcare



32,684 Clients

3,058 Staff

OUR POSITIVE IMPACT AND REACH

Today, genU works with 65,500 people a year through its wide range of services, many of whom access multiple services and programs.



93%

Average occupancy of aged care and retirement living



4,800+

Candidates placed in temporary or permanent work



1.08M

Hours of disability service provided to over 5,100 people



290

Volunteers



4,200

Employees



9,600+

Students trained



\$10.9M

Reinvested back into the community through capital infrastructure projects



15,000+

Job seekers with barriers placed into employment



230+

Locations across ACT, NSW, QLD, SA, TAS, VIC and WA



1,030+

Student placements facilitated



1,080

Home Care Package and Commonwealth Home Support Program clients



Image: Robyn, genU Life Member

MESSAGE FROM THE CHAIR

Since joining the genU Board in November 2022 and taking on the role as Chair, I have enjoyed getting to know genU and understanding its mission and work.

We have evolved significantly over our 70-plus year history, and it is a proud legacy to uphold. Our organisation remains steadfast in its commitment to enhancing the lives of individuals across Australia who use our services. Our vision of building inclusive communities where everyone has equal opportunities continues to guide our efforts.

There is no doubt that genU is growing. At the time of the merger between Karingal and St Laurence our annual revenue was \$160 million per annum. It is now \$410 million per annum, positioning us within the top 220 private organisations in Australia and in the top 30 not-for-profit organisations nationally. This is demonstrated through continued expansion of our programs, offering more support, resources and services to more people.

However, with growth comes complexity. As our footprint and reach expands, and as the number of people we serve increases, we want to evolve in a way that best serves our current and future clients. We understand the need for change as we adapt to new locations and services, increases in our staff and client numbers, fresh ways of working, and the additional compliance and regulatory requirements across our services.

As the 2019–2024 Strategic Plan nears its close, we are looking at how we can harness our capability to ensure the long-term success and sustainability of service delivery to our clients. This involves examining how best to scale our core business of disability, ageing, training, and employment services to provide even greater depth to our areas of established expertise and experience.

Achieving this depth and scale will call for some difficult decisions, which means we may not in future do some of the things we do

today. It also means pursuing strategic growth opportunities in new areas to extend our positive impact and enhance our reputation as a leader in the for-purpose sector.

We have a great foundation to build on. This requires continual assessment of how we're going and where we can improve. It requires ongoing innovation and investment in our client experience, our staff and in the systems and supports they need to do their jobs effectively.

Service excellence and carefully considered growth is not only important for the clients we serve, but also so we can remain a sustainable organisation for another 70-plus years.

As part of our transformation journey, there has been renewal at Board level, with five new directors joining in the past year. In addition to our local representation, two of our Board members live interstate, reflecting our national business growth and diversity. We are fortunate to have brought together a high-calibre group of committed Board members with varied backgrounds, experience, and expertise, including two with family members who live with a disability.

The collective effort of the Board and the Executive team with our staff have enabled the organisation to achieve remarkable progress, overcome challenges and expand on our impact on people's lives.

I want to take this opportunity to thank my fellow Board members, our Chief Executive Officer Clare Amies and the Executive team for their leadership throughout the year; our volunteers and staff for their dedication and commitment to our clients; and our members and corporate partners who ensure genU can keep delivering on its mission.

I also thank the following outgoing Board Directors for their valuable contributions during their time in office: Jodi Heath, Dr Peter Langkamp, Bruce McDonald and Llewellyn Prain.



A handwritten signature in black ink, appearing to read 'M Stanford', with a long horizontal line extending to the right.

Dr Michael Stanford
Chair, Board of Directors

MESSAGE FROM THE CEO

Our commitment to delivering exceptional value to our clients remains unwavering, always keeping our clients at the centre of every decision we make.

As genU continues to grow from strength to strength so does our investment in ensuring that our people have the tools they need to support them, the training they need to remain current and the systems and support they need to be innovative and responsive to our clients needs. This report highlights many of the wonderful stories we have been fortunate to be a part of.

Our dedication to providing leadership development programs, a centralised Client Experience team to capture feedback and complaints from clients and families so that we can develop our programs, embedding opportunities for service collaboration, and an increase in performance and accountability have all been delivered to build our capability and to deliver on our commitments.

These have all been important to ensure the organisation is positioned to meet the evolving needs of current and future clients, the increasing funding body governance expectations, and the growth in size and complexity of the organisation. The year has brought challenges and triumphs: through the successful implementation of the Workforce Australia contract, building our services for people with disability, the ongoing implementation of genU Training nationally and navigating growth in our services whilst recognising the tensions that go with building our footprint.

The requirement to evolve with the changing needs of our clients and our compliance and regulation obligations continues as genU balances delivering our mission, whilst being a sustainable business and employer, and a valuable social contributor.

As part of our organisational transformation, genU has restructured, improving our operations, innovating our client services, and

reviewing our property and service portfolio. We are continuing to build on our foundations and uplift our digital capability.

This year we have extended our reach into Tasmania as disability support clients from Anglicare Tasmania and Li-Ve Tasmania transitioned to genU. This has given genU a presence in Tasmania, building on the success of the teams and clients based in the State and paving the way for expansion of other genU services and programs to bring more opportunities to Tasmanian communities.

Like many organisations, attracting and retaining staff has been challenging, however I applaud the team for their ongoing commitment to our mission, clients and families, our partners, and to each other. Our staff are highly skilled, experienced, and motivated, and our team – including our volunteers – continues to grow and evolve. Our success is only possible because of the collaboration of our teams, with the community and the many partners that work alongside genU nationally. I extend my thanks to each one of you, as every single staff member plays a role in the positive impact genU can provide for others.



A handwritten signature in black ink, appearing to read 'Clare Amies', with a stylized flourish at the end.

Clare Amies
Chief Executive Officer

STRATEGIC FRAMEWORK

Underpinned by four strategic pillars, our Strategic Plan 2019 – 2024 has provided a framework to guide our decision making as we continue our ambitious journey. It informs our strategic priorities, key objectives, initiatives, and business division operating plans.



CLIENT FOCUSED



PASSIONATE AND CAPABLE PEOPLE



INNOVATION



SUSTAINABLE GROWTH



CLIENT FOCUSED



We work with and advocate for clients to achieve their goals.

CLIENTS AT THE HEART

Our clients are at the heart of every decision we make. By listening to their needs, learning from their feedback, and investing in ongoing staff training we continue to make meaningful improvements to our programs and services that empower the communities we serve.



LISTENING AND LEARNING

Connecting with clients, carers and families is the key to genU's success.

At genU, we offer different ways to connect, whether it's at one of our regular 'Have Your Say' days where clients and families can meet with the genU CEO and Board, or at a less formal event such as a Client Connect or Focus Group where the Client Experience team engages directly with the people we support.

This year genU hosted five 'Have Your Say' days, four Client Connect days and five Focus Groups. These events provided insights and learnings that directly resulted in improvements in communication and staff training. The feedback from these sessions also led to additional activities being offered and more effective ways of working within divisions.

The events are also an opportunity for clients to share their story with genU staff. We will continue to offer connection opportunities to ensure the client voice remains at the heart of the decisions we make.

For our newer clients, genU uses temperature check calls to see how they're settling into their chosen services. This is an effective way of capturing and resolving any concerns quickly. We also commission an independent annual client satisfaction survey, through which a sample of 300 clients provide a snapshot of how we are doing.

Clients and families can also let us know of any concerns, problems or praise through our centralised feedback process, with 950 pieces of feedback received over the past 12 months.

An important part of the feedback loop is leveraging the information to improve services levels. To better equip staff to manage and report on feedback, genU offers continual client experience and feedback training. We have also appointed Client Experience (CX) Business Partners across our operational areas to encourage more focused and streamlined support in embedding CX into the business. This is proving to be a successful change as our CX focus continues to mature.



EMPLOYMENT PATHWAYS

With a customised approach that matches clients with their specific job-related NDIS goals, the past year has been the most successful yet for our Employment Pathways program.

genU continues to grow its knowledge around options and opportunities for people facing barriers to employment, leading to better support and outcomes for our clients.

Employment Pathways uses a discovery process to get to know the participant as a whole. We consider each person's skills, experiences, everyday interactions and community connections. We find out if they are job-ready, close to it, or just starting to think about their employment goals. Then we work with them to build an action plan around how genU can assist them to build a life that is meaningful to them.

As part of that, we support them to build skills and work towards their employment goals.

This can include important life skills such as how to cook, clean their clothes and maintain personal hygiene – things needed to keep a job. In addition to learning direct skills, in-home supports might help them in becoming job-ready. We can also help build communication and social skills through other genU activities and programs.

Work experience, or workplaces with mentoring opportunities are also available to help clients find out what they enjoy and the types of work they'd like to pursue. As the program is customised for each client, the process can take a couple of months, or a couple of years, depending on individual needs. Even once they have a job, genU can continue to provide support if needed.



Image: Travis Heeney, genU Chief Operating Officer, Community, Residential and Pathways

Travis Heeney, Chief Operating Officer, Community, Residential and Pathways, said employment options vary and include supported employment with Business Enterprises, paid employment in a tailored role working closely with employers to ensure they have the right structure and support, or a mainstream role through genU disability employment service MatchWorks.

'Getting a job might be the end goal but what Employment Pathways does is build them up to not only find the job but keep the job too.'

– Travis

Partnerships that build employment, awareness, and inclusion



Image: Ford Australia President and CEO Andrew Birkic with genU crew members Antonia and Aaron and CEO Clare Amies

There are many reasons for large organisations to partner with genU. Not only does it create more employment opportunities for people with disability, it also embeds disability awareness and inclusive practices within the partner organisations.

These benefits are on show at Ford where genU has partnered with Australia's largest automotive employer to deliver food services at three of the company's onsite cafés. This is creating employment opportunities for up to 20 people with disability who will work as baristas and in food preparation and customer service.

Ford Australia President and CEO Andrew Birkic described the partnership as an extension of the company's ongoing work around inclusion and disability. He said having genU's supported employees find a job they love alongside the Ford team members is another way to help break down barriers around disability, especially when it comes to employment.

Dane named Achiever of the Year

Perseverance to overcome her challenges and live out her big dreams has led hairdresser Dane Eralp to be named 2022 National Employment Services Association 'Achiever of the Year'.

Born deaf, Dane grew up in Turkiye, leaving school at 14 to chase her hairdressing goals. An inclusive salon gave her experience in hairdressing and beauty for 11 years. But when her family decided to return to Australia, Dane was dismayed to find Australian salons were reluctant to hire her despite her solid experience.

The setbacks only firmed her resolve, and with the MatchWorks Disability Employment team in her corner, Dane found the career opportunity she was looking for – and wonderfully welcoming colleagues – at Essendon's Endless Hair salon.



Image: Dane, 2022 National Employment Services Association 'Achiever of the Year'



Image: Andrew, genU crew member

Building an independent life via supported employment

Andrew is building an independent life via supported employment with genU Business Enterprises where his 'invisible' disability is embraced. In his time at genU Business Enterprises, Andrew has performed a variety of roles to build skills in different areas. He currently works in warehousing and packaging, as well as at Reception in the Duoro Street office in North Geelong, Victoria.

'I can be myself and be my own person. If I have any difficulties or some problems, they are understanding that I have a disability.'

– Andrew



Image: Kerrie, genU crew member

Kerrie finding meaningful employment

Vision impairment hasn't stopped Kerrie from finding meaningful employment at genU's Seasons Kitchen. The Rosebud resident, who is legally blind, has found a workplace where she feels valued, supported and part of a family.

Kerrie said working with other people with disability as part of genU's supported employment team has boosted her confidence and skills.

'I would never have used anything in the kitchen before as I would have been too scared to, but now I can!' she said. "I am very confident." – Kerrie

Ashley receives 2022 Achievement Award

genU staff member Ashley McDowell won the 2022 Achievement Award at the Geelong Awards for People with Disability, recognised for their achievements in advocacy, leadership, and empowering others.



Image: Ashley McDowell (pictured third from right) receiving his award

Job fair provided new opportunity for Kim

Kim's mental health challenges were exacerbated by the repeated negative experiences she faced while trying to navigate the employment landscape.

A major turning point arrived at a MatchWorks job fair in Belmont where Kim seized the chance to interview with Barwon Health Environment Services.

Kim secured a cleaning position, and successfully completed training to start work at the large healthcare organisation. Delivered by genU Training, this bespoke course has enabled almost 20 people living with disability to take on roles at Barwon Health.



Image: Kim, genU Training graduate



Image: Adam, genU School Leavers Employment Supports participant

Adam targets his niche

Self-confidence and social connection have been the happy perks of Adam's first paid job since finishing school. With determination, and support from genU's School Leavers Employment Support (SLES) team, the Mill Park resident landed his ideal job unpacking deliveries and preparing stock at Target Australia.

Disability hasn't been a barrier for Adam – his managers say he is 'absolutely killing it' in the role and is a well-liked and valued team member.

Our team worked with Adam to develop his job-ready skills, including work experience, which helped him clarify his preference for storeroom work over customer-facing roles. He spends some of his earnings on going to the movies and buying video games.

PASSIONATE AND CAPABLE PEOPLE



Our people continue to be highly engaged, capable, safe, and productive.

BUILDING ON OUR CULTURE

When a workplace pulses with positive and engaged people, its energy reverberates through the communities it serves. Making a difference starts from within. At genU, we know that building a work culture that nurtures passionate and capable people results in higher quality services and programs for our clients.



DIVERSITY AND INCLUSION

At genU, we're not all the same – we're genuinely individual.

And that's one of our greatest strengths. We draw on the differences in who we are, what we've experienced, and how we think. The rich diversity of our organisation allows us to bring together many different ideas, journeys and lived experiences. It enhances our environment, culture, and the services we provide. It benefits employees, volunteers, students, clients, and the very communities in which we operate.

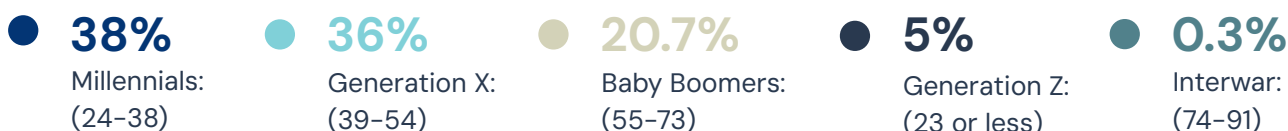
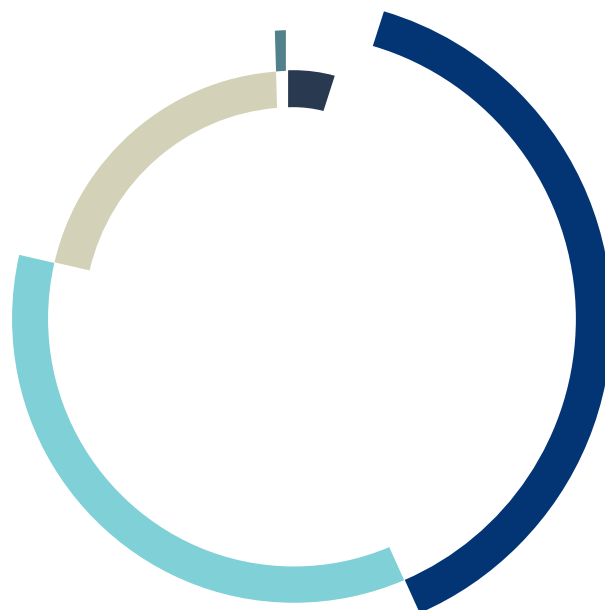
WORKFORCE PROFILE

More than three in four staff work within genU's disability and ageing services or corporate areas, with the other quarter delivering services across training and employment.



AGE DIVERSITY

The age of our team spans several generations, providing rich opportunities for staff to share knowledge and learn from each other's experiences. While we have a balance of age groups across the typical work span of 24 – 65 years, the genU team also enjoys the diversity and inclusion benefits of having younger and older staff complete our workforce profile.



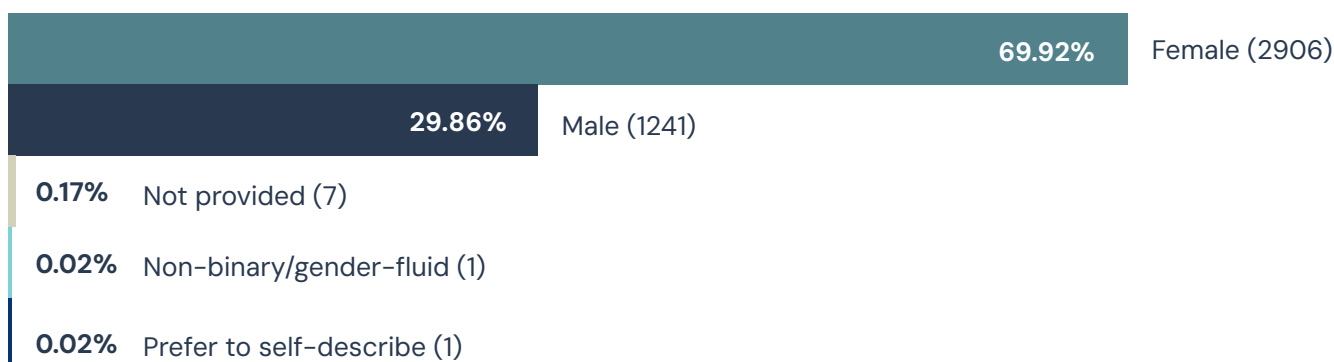
GENDER DIVERSITY AND EQUITY

genU is committed to fostering an inclusive organisational culture where staff of all genders are able to participate and receive equal treatment – at all levels, at all times, throughout the organisation.

Disability and ageing services workforces are typically female dominated, in part because they often present greater flexibility for part-time work. This is reflected in genU's gender profile with 70 per cent of our workforce identifying as female.

Our commitment and contributions to gender equity are reported each year to the Workplace Gender Equality Agency (WGEA), an Australian Government statutory body created by the Workplace Gender Equality Act to promote and improve gender equality in the workplace.

In the 2022–2023 reporting period, genU made its inaugural Statement of Commitment to Gender Equity and improved its Parental Leave entitlements to be more equitable.



DISABILITY CONFIDENT

genU has retained our accreditation as a Disability Confident Recruiter, reinforcing our commitment to accessible, inclusive, and equitable recruitment and employment practices.

Leading by example, genU employs 94 staff members who identify as having a disability and provides supported employment for 225 people with disability who need some support while they are at work.

The annual endorsement from the Australian Network on Disability is an important part of genU's vision to build inclusive communities and its commitment to creating a truly inclusive workplace where all people can be empowered to tap into their strengths and reach their potential.

CULTURAL AND LINGUISTIC DIVERSITY

Australia is one of the world's most successful multicultural societies with almost half of all Australians either born overseas or having at least one parent born overseas.

Collecting cultural diversity data is in its infancy at genU so while we know 700 staff identify as nationalities other than Australian, and 1200 identify as Australian, the nationalities of more than half genU's staff is currently unknown. This information gap will be addressed with implementation of the new PayU human resources system.

Hearing dog Honey provides life-changing support

As one of over 40 family members with a disability across six generations, Danielle was driven to work for an organisation whose services included supporting other people with a disability.

Today, Danielle is a highly valued member of the genU Allied Health and Contact teams and has the additional support of an Australian Lions Hearing Dog 'Honey' to alert her to everyday sounds in the workplace, including people calling her name and emergency alarms.

'I wanted to be amongst an organisation who supported people with a disability. Hence nine years later, I'm still here and I'm not going anywhere.' – Danielle

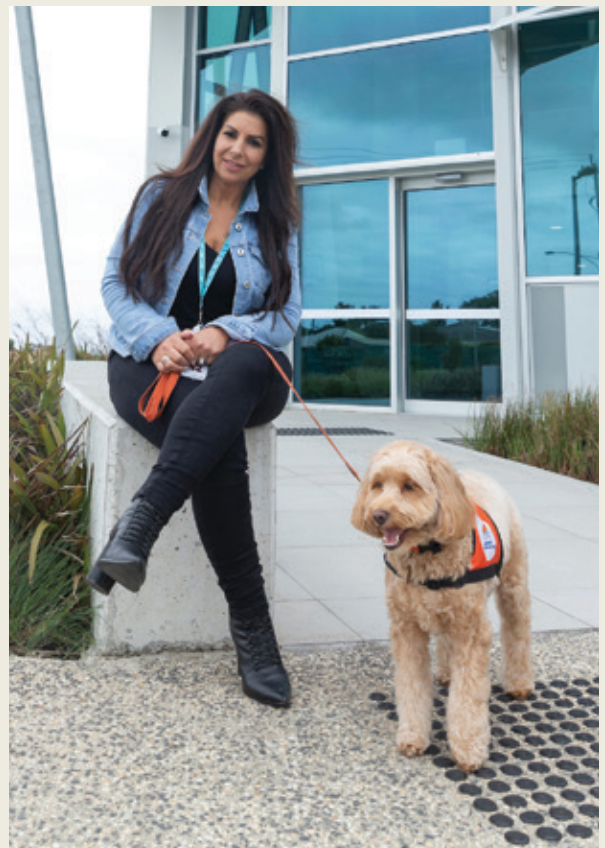


Image: Danielle and her dog 'Honey' at her genU Support Hub workplace

RECONCILIATION JOURNEY

Two years after beginning our Reconciliation Action Plan (RAP) journey, genU is pleased to be progressing to the next stage with the Innovate RAP.

Our initial Reflect RAP focused on increasing cultural competency across genU by fostering relationships with Aboriginal and Torres Strait Islander peoples and building organisational awareness of their cultures, histories, and achievements. Having achieved the milestones set out in that first plan, we have begun work on the actions set out in the Innovate RAP.

The Innovate RAP builds on our progress with continued recognition of the need to support employment and career growth for current and future Aboriginal and Torres Strait Islander employees at genU.

We recognise that the unique skills and knowledge of Aboriginal and Torres Strait Islander employees can add significant value

in the workplace, building our capability and contributing towards the economic growth of Aboriginal and Torres Strait Islander peoples.

MatchWorks employment services, genU facilitates two community programs – Deadly Yakka and Wambinya – aimed specifically at boosting Indigenous employment.

STUDENT PLACEMENTS

genU offers and coordinates tertiary student placement opportunities, giving people the skills they need to transition successfully from study to work.

It also gives industry the opportunity to enrich student learning experiences while increasing the number of work-ready graduates.

By offering student placements internally, genU builds a talent pipeline familiar with our workplace culture and sector nuances.

The genU Volunteer Programs team coordinated the placement of 67 students from across a range of academic institutions.

Of this, the majority (46 per cent) studied Cert IV Disability, followed by Cert III Allied Health Assistance and Bachelor of Social Work.

genU Training coordinated 972 student placements overall, with students predominantly studying Cert IV Mental Health and Cert IV Disability. Of these placements, 17 per cent were across genU aged care, disability support and community services, while other students were placed within our corporate partner organisations with genU Training providing facilitation and placement support.

STAFF RETENTION, CULTURE, AND CAPABILITY

Ensuring our teams feel engaged, safe, capable and productive is important to us.

EMPLOYEE ENGAGEMENT

Ensuring our teams feel engaged, safe, capable and productive is important to us and our annual Employee and Volunteer Engagement Survey suggests we are well on track. This year, 42 per cent of employees and 25 per cent of volunteers completed the survey.

The sustainable engagement score of 76 per cent was consistent with the previous year and is comparatively high when benchmarked against similar organisations. This score indicates whether staff:

- feel inspired in their day-to-day work
- have the tools, equipment and support needed to succeed
- can maintain health and wellbeing.

Feedback indicates employees feel comfortable in being innovative, suggesting new ideas, taking risks, and learning from their mistakes. They feel supported by their managers and are readily able to share feedback they receive from clients.

REWARD AND RECOGNITION

Our RewardU shopping discounts initiative launched in July 2022, with half of all employees already taking up the smart spending benefit. The program was extended in April 2023 to include a 'reward and recognition' component. Since it began, more than 1700 recognition eCards have been distributed to celebrate staff milestones, acknowledge demonstrations of genU values, and to reward exceptional performance.

LEADERSHIP, MENTORING, TRAINING AND DEVELOPMENT

As part of our commitment to fostering a passionate and capable work culture, genU offers staff a range of leadership and mentoring opportunities.

More than 100 staff took part in our Leadership Development, Emerging Leaders, and Action Learning programs this year. Participant feedback highlighted increased financial acumen, understanding of self and impact on others, and the ability to hold challenging conversations as the top three learning outcomes.

Our annual staff mentoring program was managed in-house this year, with 50 mentoring partnerships engaged in the process across a six-month period. genU also introduced a three-stage annual performance and development framework that includes employee goal setting, work plan objectives, and development planning. This aims to create a consistent and formal approach to performance discussions, two-way feedback, and improved accountability.



Image: genU Leadership Development course participants

DIGITISING STAFF SERVICES

AssistU was launched in August 2022 to streamline and digitise staff questions and requests relating to human resources matters. A team of dedicated advisers triage and action enquiries in collaboration with their People and Culture colleagues, ensuring an effective and efficient service for employees. Since its introduction, approximately 20,196 enquiries have been managed by AssistU, half being related to payroll.

The new genU learning management system (My genU Learning) was successfully launched in March 2023. The launch focused on the mandatory compliance modules. Additional work is continuing for full system implementation in late 2023, which will transform the way genU delivers people services at every stage of the employee lifecycle, from 'hire to retire'.

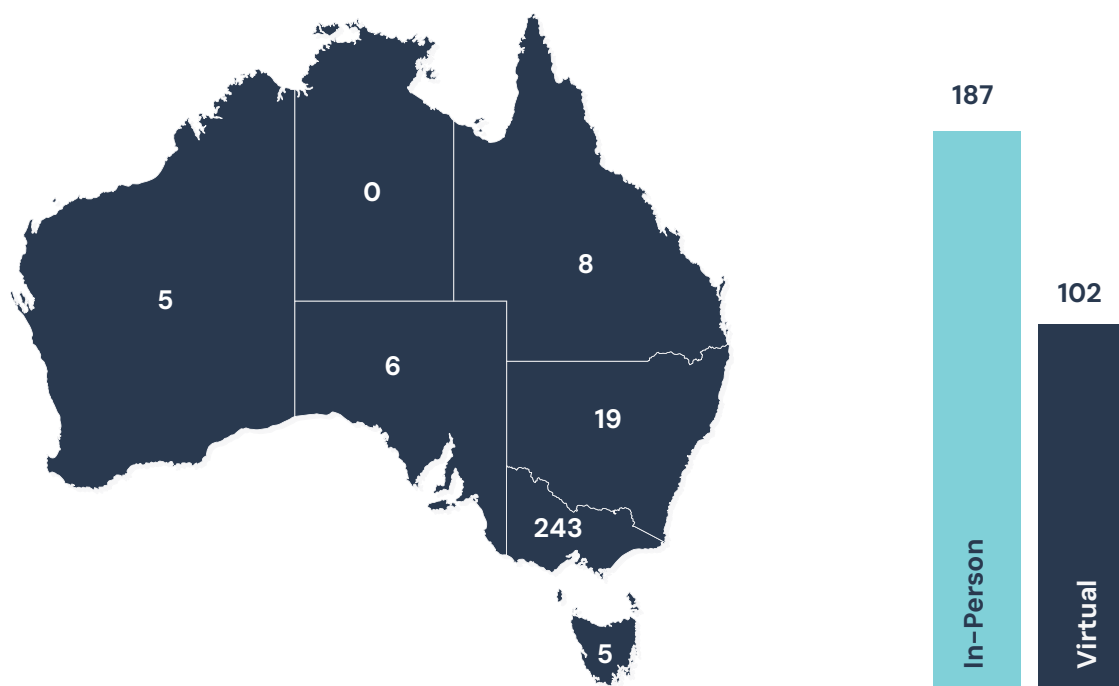
REFERRAL PROGRAM

Workforce supply continues to be a challenge across many genU services and workforce attraction has been a focus, particularly in priority growth areas including Home Care Packages, allied health, disability support, residential and individual support homecare, and support coordination.

As part of our attraction and retention program, we trialled a referral program to source candidates and help recruit for hard-to-fill positions. Successful referrals provide both a valued new colleague, and monetary rewards for the referrer and the new employee. By encouraging our staff to refer new talent, we have successfully placed 92 candidates into roles with genU so far.

VOLUNTEERS

291 volunteers delivered 9,475 hours of their time to support genU's work across Australia.



OUR VOLUNTEERS

The volunteer sector continues to be challenged by increased cost of living, COVID-19 hesitation, and across the board community reluctance to commit.

genU has seen many volunteers retire in 2023 and formally acknowledged their contribution at the National Volunteer Week celebration in May 2023.

VOLUNTEER STRATEGY 2021-2024

In 2021, genU launched a three-year Volunteer Strategy which identified three key strategic priorities:

1. Grow and Engage with Purpose.
2. Strengthen, Support, and Innovate.
3. Recognise, Value, and Celebrate.

Underpinning these priorities were the following key initiatives delivered during the 2022-23 financial year:

- Launch of a targeted campaign in Victoria to attract new volunteers
- New volunteer engagement procedures and operational guidelines to lay the foundation for growth and sustainability
- Establish volunteer growth opportunities in Tasmania.

genU was successful in an Australian Government tender to become a new provider of the Aged Care Volunteer Visitors Scheme. The scheme commences 1 July 2023 in two Victorian regions – Barwon and Grampians – and two Tasmanian regions – North and South. This will enhance our service offering to our clients through fully funded, volunteer social support.



Image: genU staff member Angela (centre) with volunteers Barbara and Sue

CELEBRATING OUR VOLUNTEERS

National Volunteer Week in May provided the opportunity to acknowledge the contribution of our selfless volunteers. In partnership with Volunteering Geelong, genU again brought together volunteers and volunteer leaders from across the Geelong region to inspire, acknowledge and celebrate the great work of volunteers at a celebratory high tea.

The annual genU Volunteer Service Awards in May 2023, acknowledged volunteers who have reached a service milestone. This gave the opportunity to thank our dedicated volunteers who make an enormous difference to the genU community.

In December, 70 volunteers gathered at Eastern Hub Community Centre to celebrate their achievements and valuable contribution throughout the year.

Eddy finds adventure in volunteer role

Semi-retired cycling enthusiast Eddy loves the outdoors. So, when a volunteer opportunity arose for genU's Adventure program in Geelong, the 67-year-old knew he'd found the ideal way to help others.

genU Adventure gives people with disability the opportunity to participate in exciting sports, recreation, and environmental experiences. Surfing, bush walking, paddle-boarding, and cycling are some of the many adventure activities on offer to participants. The much-loved program has helped hundreds of locals achieve things they never thought possible.

'When I made up my mind to retire, the first thing that came to mind was finding some way to give back to community'. – Eddy

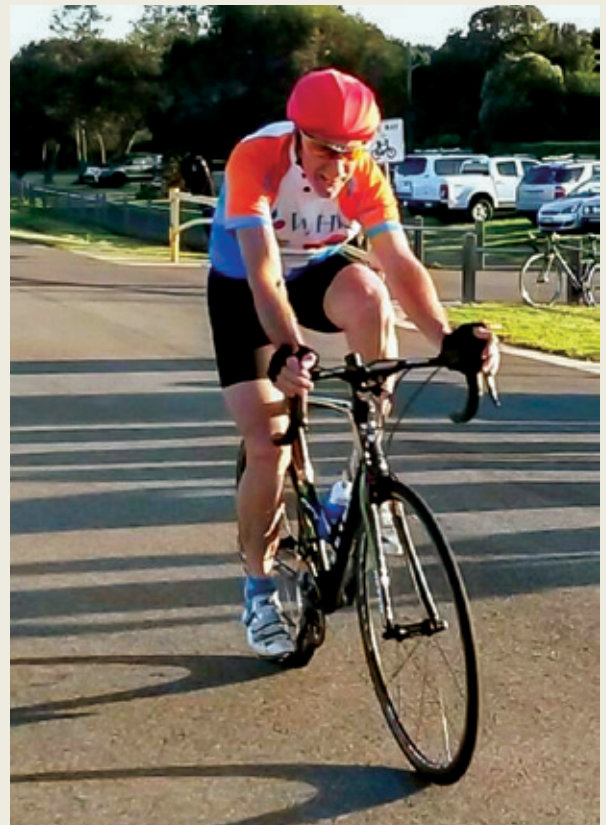


Image: Eddy riding his bike.

INNOVATION



We will be known for our innovation in the delivery of programs and services.

MAKING A BIGGER IMPACT

Sometimes, it's the things we can't see that make the biggest impact. genU continually reviews its processes and systems to ensure we remain efficient and effective in our service delivery. As our reach expands and as our workforce and client base grows, we need to keep innovating to achieve timely and meaningful impact in our communities.



TRAINING

genU Training has had a year of growth, expanding nationally into new territories, refining and increasing its product offering, and improving the staff and learner experience.

The five-year National Training Strategy has helped provide an unwavering focus on two key objectives; to diversify revenue streams and improve the learner experience. Significant work has been done to meet these objectives including building new lead generation funnels, raising brand awareness and equity, and establishing a sales structure that will support commercial training growth.

A new brand promise, *Education for good*, encapsulates genU Training's 'profit for purpose' operating model, and provides a platform to differentiate it from commercial competitors.

Investment in a new learner platform, CANVAS, has increased learner engagement and is already providing visible results in the NCVER VET Student Outcomes Report and the Victorian Skills Authority, Student Satisfaction Report. genU Training achieved employment, further study and satisfaction rates that were higher than the Victorian or Australian averages.



Image: Amy, genU Training graduate

'Every person I've encountered through adult learning at genU Training have been so friendly and helpful, especially my trainer Michelle, who was truly an absolute star of an educator'

– Amy

91%

Recommend training*



genU Training has been endorsed as a Registered Training Organisation in Tasmania and has gained funding contracts in New South Wales. It intends to apply for funding contracts in Tasmania for 2024.

Part of the national expansion is extending our reach through Training U for Work jobseeker micro credentials. Working with national employment service providers including our internal provider MatchWorks has seen genU Training commence delivery in Northern Territory and Tasmania and forge national partnerships. The agile delivery model enables wide geographical reach which means jobseekers and employers experiencing staff shortages can be supported no matter where they are.

genU Training has launched a suite of digital credentials focused on diversity, inclusion, and mental health. They connect to the core mission of genU to build inclusive communities, and are relevant to all role levels, in all industries. Continued growth of commercial training has been a key focus of the National Training Strategy, and the new suite of digital and micro credentials will meet an identified gap in the training market.

While the types of training offered over the last 12 months have diversified, the 'why' has not. genU Training is dedicated to delivering training that empowers people to reach their full potential and use their new skills to create good in the world.

92%

Employed or in further study after training



As a not-for-profit training provider, dedicated to delivering education for good, tangible results are key. The NCVER Student Outcomes Report, April 2023, shows 92 per cent of genU Training graduates are employed or enrolled in further study after training, compared with the Australian average of 86 per cent.

Leading by example, approximately 1,475 staff across genU completed genU Training programs and courses during the year, with some completing more than one.

*91% of genU Training graduates would recommend genU Training.

ALLIED HEALTH

Use of genU's Allied Health services has improved as the size of both our therapy team and service offering has grown.

As well as the Eric Hart Centre adjacent to Costa House, genU now runs allied health programs from new facilities at the St Laurence Park retirement village. This includes:

- six consultation rooms where one-to-one services are provided via our occupational therapists, physiotherapists, exercise physiologists, dietitian, and allied health assistants
- a new gym where group and individual programs are delivered
- a second administration support area, open three days a week, providing a welcoming and supportive environment to our clients when they attend for appointments.

An Outdoor Exercise Park has also been built on the grounds of St Laurence Park in collaboration with LARK Industries, the Department of Health, Lapsett Group, and the National Ageing Research Institute. It has been created as a space for over 65s to enjoy the physical, social, and mental health benefits of staying active. Equipment use can help improve flexibility, strength, balance, and coordination, promoting the ability and confidence to stay independent and tackle daily tasks. The Exercise Park is also available to St Laurence Park residents to use independently when not in use by Eric Hart Centre clients.



DIGITISATION

The Board approved the Digital Strategy in 2022, cementing genU's ongoing commitment to innovation.

This commits significant investment over the next four years in improving genU's systems to incorporate automation and assistive technology to better service clients and gain operational efficiencies.

We've reviewed genU's digital front door to better understand how clients engage with us online. This helps us identify ways to enhance client access to information and their experience with genU. Client user journeys have been mapped and the systems required to support this identified. A roadmap has been outlined to achieve the desired improvements.

The PayU project is well underway. This will transform how we deliver people services at every stage of the employee lifecycle, from hire to retire. We have also begun work on the Biz4U project to help genU become more efficient in our day-to-day finance and purchasing tasks.

A new client management system, MEGA, has been developed, which will support work undertaken by MatchWorks staff.

Further investment in cyber security is planned as genU executes its digital strategy. This is in response to increasing stakeholder compliance requirements and the prevailing risk of cyber-attacks across the world. The security of genU systems, client information, and employee data is paramount. We have developed a Cyber Security Strategy and three-year implementation roadmap to improve our security posture, and we are now moving towards implementation with initial work to focus on establishing a 24/7 monitoring solution.

SUSTAINABLE GROWTH

We have a balanced portfolio of activities that ensures financial sustainability to support the growth of our mission.

EMPOWERING COMMUNITIES

genU is focused on growing our reach and evolving in a way that best serves our current and future clients. As we adapt to new locations and services, and create greater depth within our core businesses of disability, ageing, training and employment services, we do so with our clients at the heart of every decision we make.



Image: Adam, genU crew member

TASMANIAN EXPANSION

With genU's expansion into Tasmania, we are positioned to grow community services even further.

genU was proud to be recommended as the 'provider of choice' when Anglicare Tasmania made the decision to cease some of its NDIS-funded services in early 2023. Subsequently, about 400 clients and more than 200 staff transitioned to genU.

This coincided with genU's exploration of uniting with aged care and disability services provider Li-Ve Tasmania. Li-Ve had been actively seeking a partnership opportunity to achieve the right size, service-mix, and diversification for long-term sustainability, and had identified genU as the ideal partner.

Following a detailed consideration, consultation, planning and transition process, Li-Ve Tasmania formally became part of genU

on 1 July 2023. genU was pleased to welcome more than 400 clients and a similar number of staff and has been working hard to ensure a positive experience for them as they get to know genU.

Through the combined strength of all these staff coming together, genU will be able to continue providing high-quality services and supports in Tasmania, as well as create pathways to benefit clients and more career opportunities for staff. It also positions genU well to bring new opportunities to Tasmanians through other programs and services such as training, volunteering and community supports.



Image: genU CEO Clare Amies with Darren Mathewson, Patrick Eadington and David Barlett from Li-Ve Tasmania

EMPLOYMENT SERVICES

As the needs of job seekers change and the employment services sector shifts, MatchWorks continues to evolve and excel.

In its first implementation year of the government's Workforce Australia contract (previously jobactive), MatchWorks has seen excellent performance results against competitors in this new and quite different employment arena.

The Disability Employment Services (DES) contract is nearing the end, star ratings have been removed, and a new quality system is being introduced. Our DES team is well ahead of competitors in quality measures. The focus now is on preparation for the upcoming purchasing round expected to be released in 2024, with new contracts to commence in 2025. We will be bidding to retain our current 64 contracts and considering possible new service locations.

The employment sector is in the midst of reform affecting both our Workforce Australia and Disability Employment Services contracts. MatchWorks continues to strongly advocate via inquiry submissions, discussion papers, policy reference groups, and with peak bodies to inform sector objectives.

With change comes opportunity. MatchWorks has submitted for Apprenticeship Support Services with subcontractor partners. There are also opportunities expected through planned alterations to the current Time to Work Employment Service and ParentsNext Program. A new approach to work experience is also expected.

EMPLOYER FEEDBACK

88%

of employers said MatchWorks candidates were well prepared for the interview and that they would use MatchWorks services again.

89%

felt referred participants were well aligned to their needs.

PARTICIPANT FEEDBACK

84%

of exited DES participants said they would use MatchWorks again.

92%

of those who participated in MatchWorks employability training felt the programs moved them forward in their employment journey.

BUSINESS ENTERPRISES

Business Enterprises has expanded to the Mornington Peninsula with Seasons Gourmet Artisan products and Rosebud Grounds Maintenance and Landcare. It now operates from three key locations in Victoria: Geelong, Colac and Rosebud.

GROWTH IN THE SUPPORTED ENVIRONMENT



225

supported employees as at 30/06/2023



12

genU clients progressing from the Participate programs in Rosebud to Supported Employment



57%

of all hours worked at Business Enterprises were worked by people with a disability in the 2022-2023 financial year.



Forming strategic partnerships continues to be a focus. A new contract to deliver food services at three of Ford Australia's onsite cafés has created job opportunities for people living with disability. The success of the supported employment program at Bulla Icecream in Colac Victoria is leading towards future open employment for some of those employees.



Growth in commercial contracts through Business Solutions and Food Services with planning for expansion underway which will see a second site established in North Geelong.

COMMUNITY SERVICES AND HOME CARE PACKAGES

Supporting older Australians to live independently in their own homes is a key tenet of genU's ageing services.

CONTINUED GROWTH

About one million older Australians currently receive Australian Government support through its aged care programs. genU is proud to be among the 900 providers offering care services to enable people to stay in their homes for as long as possible through the Care Finder, Commonwealth Home Support Program (CHSP) and Home Care Packages (HCP).

Care Finder, available through genU, provides face-to-face support to help people navigate and access aged care. The Commonwealth Home Support Program (CHSP) is designed for older Australians who need entry level, short term, and ongoing services, such as: respite, transport, meal preparation, social support, and home modifications.

Home Care Packages (HCP) are available for care and services that help older Australians with complex ageing related care needs to live safely and independently in their own home for as long as it is safe and appropriate to do so. Through targeted growth strategies, genU is now servicing more than 750 Home Care Package clients and more than 330 CHSP clients. Whilst expansion has primarily been within Victoria – particularly within the Barwon Region – South Australia has seen the number of packages double in the past six months. The addition of the Corangamite Shire CHSP contract has now increased client numbers by a further 250, as of 1 July 2023.

Ken stays independent with Home Care Package support

For 80-year-old Kenneth, a genU Home Care Package has allowed him to stay living at home and independent in his senior years, despite not having family living nearby. Managing ongoing health and mobility issues, Kenneth relies on personal care four times a week and other support services.

'Packages are government funded to assist people over 65 to be able to stay at home longer and safely'.

– Pauline Tonkin, Case Manager



Image: Kenneth at home in the Kangaroo flat retirement village.

INFRASTRUCTURE DEVELOPMENT

With the expansion into Tasmania, genU's accommodation offering now includes:

2x

Retirement living villages and an aged care facility

90

Shared and respite living properties – either leased or owned

30

Tenanted Specialist Disability Accommodation (SDA) properties

60

Affordable housing units we manage

BARWARRE GARDENS

The final stage of Barwarre Gardens retirement village construction was completed with nine new units, bringing the total to 181 units. Residents of the village, located in Marshall, Victoria, also celebrated its 10th anniversary this year.

ST LAURENCE PARK

A major redevelopment of the St Laurence Park retirement living in Lara, Victoria, is underway with stage 1 construction completed and 20 residents moving into the new apartments. Planning and consultation are underway for expansion of the village with a masterplan outlining further stages of development expected to be submitted for planning approval in late 2023. This redevelopment will more than double the residential offering at St Laurence Park and bring new community facilities including a Health Hub for residents and local community members.



Image: Grant, Barwarre Gardens resident

DISABILITY ACCOMMODATION

genU has rebuilt its Karingal House in Geelong. Design is now underway for redevelopment of its Humble and Dare street properties, with construction expected to commence in 2023–24. This will improve the accessibility and amenity for residents.

Opportunities to redevelop Tasmania's Oakdale Lodge are being explored. Oakdale Lodge, a large-scale disability accommodation, is currently home to 34 people. However, this housing model is not the preferred NDIS vision for disability living. Redevelopment of Oakdale Lodge would provide high-quality, modern, inclusive, and sustainable homes that accommodate contemporary disability support practice.

In line with federal and state government commitments to improving living options for people with disability, genU will be assessing its accommodation offering and working with government agencies and housing development partners as appropriate to improve standards and provision.

Modern disability accommodation options combine accessible design and innovative on-site support models to offer more independence. An example is Highton Green, a new mixed-use development in Geelong.

Brad is one of 12 people living in the new specialist disability accommodation apartments by Emerge Living, and who share 24 hour a day onsite support from genU.



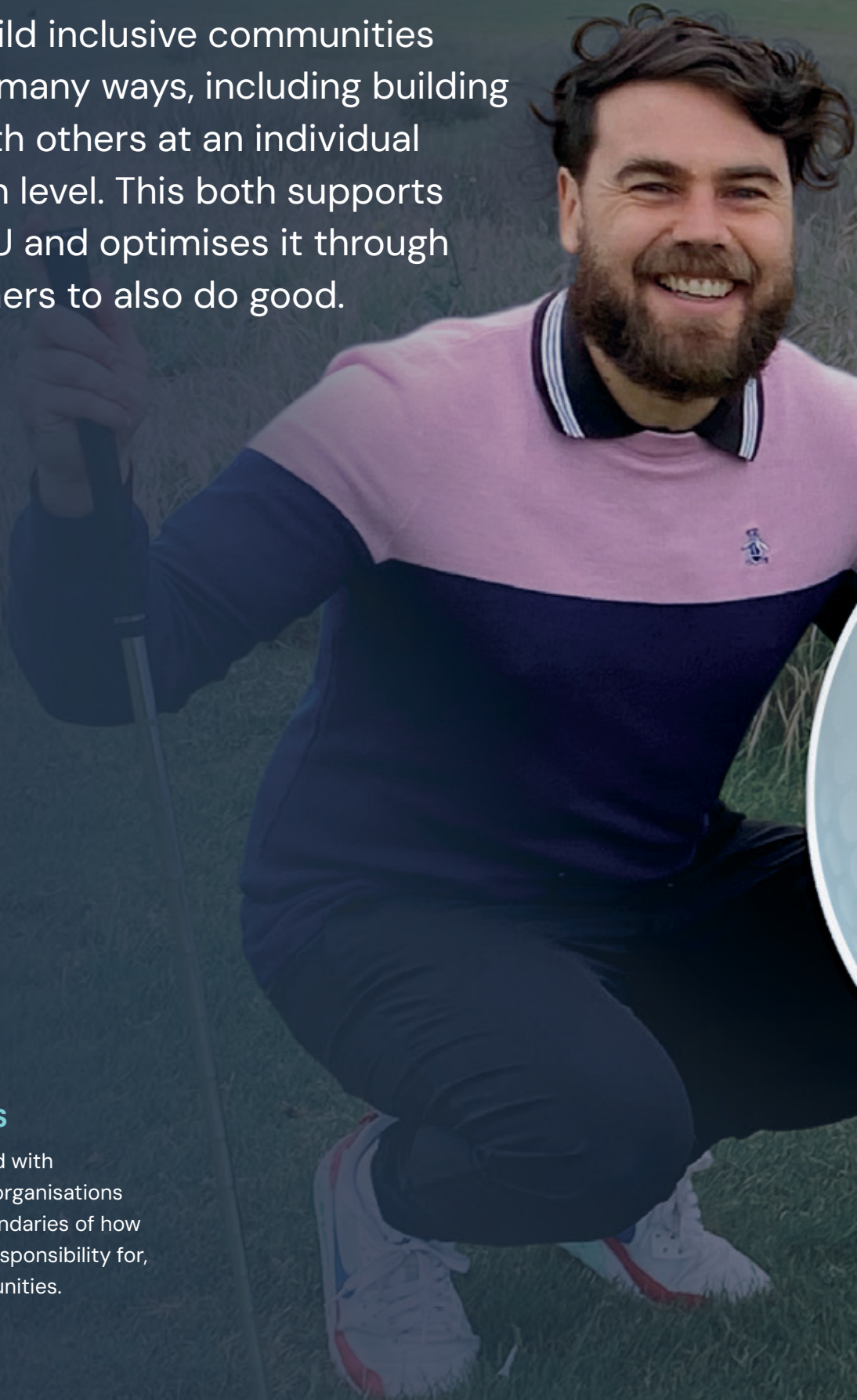
Image: Brad and his dog Tex in their new Highton Green home

OUR COMMUNITY

Our vision to build inclusive communities comes to life in many ways, including building partnerships with others at an individual and organisation level. This both supports the work of genU and optimises it through empowering others to also do good.

SUPPORTERS AND CORPORATE PARTNERS

Since 2003, genU has worked with businesses and community organisations to help them extend the boundaries of how they think about, and take responsibility for, inclusion in their own communities.





CORPORATE PARTNERS

Corporate partnerships involve attending our inclusive events, engaging with our teams through corporate volunteering, or providing financial support for genU events.

This was the first full year of in-person activities following the COVID-19 disruption, which was a welcome change. These Inclusion partners are not only advocates for genU, but also share our vision of creating a fully inclusive local community, which ultimately benefits the broader society.

CURRENT PARTNERS

- Adcell
- Adroit Insurance Group
- Alcoa
- Alliance Scaffolding
- Barefoot Media
- Barwon Water
- BBC Digital Geelong
- Bendigo Telco
- BESIX Watpac Construction
- Business Automation Works
- Canny Group
- Commonwealth Bank
- Coulter Lawyers
- Davidsons
- Evologic
- Ford Australia
- Geelong Cats
- Geelong Chamber of Commerce
- Geelong Connected Communities
- GMHBA
- Geelong Arts Centre
- Grovedale College
- Hanlon Industries
- Harcourts North Geelong
- Harwood Andrews
- ID Accounting and Wealth Solutions
- Incitec Pivot Ltd
- K Rock/Bay 93.9
- Kings Funerals
- L. Bisinella Developments
- Maxwell Collins Real Estate
- McGowan Solutions
- Morris Finance
- Ocean Grove Bowls Club
- Patrick Rowan and Associates
- Plan It Roxie
- Prestige Jayco
- Provincial Media
- Rotary Club of Highton
- Rydges Geelong
- Sailors' Rest
- Select Architects
- SNF Australia
- Transport Accident Commission
- Tuckers Funerals and Bereavement Service
- Villawood Properties
- Whyte, Just and Moore
- Wightons Lawyers

TRUSTS, FOUNDATIONS, ESTATES AND GIFTS OVER \$1000

- Jean Williamson
- George Maurdev
- Byrne Fund – a Charitable Fund Account of Lord Mayor's Charitable Foundation
- GH Commercial
- Illingworth Family Fund – a Charitable Fund Account of Lord Mayor's Charitable Foundation
- The National Golf Club (Long Island)
- Geelong Community Foundation

MEMBERS

Our 81 members provide valuable insight and feedback through member forums, the Annual General Meeting and various focus groups.

This membership group was expanded in July 2023 (at the end of this reporting period) with 38 new members who transitioned from Li-Ve Tasmania when our organisations formally came together. We are extremely grateful to now have 36 life members of genU.

LIFE MEMBERS

- Mr Robert Allen
- Mr Richard Anderson
- Mr Andrew Balaam
- Ms Merlene Bergman
- Mr Michael Betts
- Mr Don Blackmore
- Mr Paul Byrne
- Mr Frank Covill
- Mr Phillip Dewis
- Dr Brian Donovan
- Mr Michael Dowling AM
- Ms Adrienne Edgar
- Ms Rosemary Faris
- Mrs Robyn Flewell-Smith
- Mr John Gorman
- Mr Viv Gugger
- Mr Geoff Harper
- Ms Saskia Hobbs
- Mr Peter Hutchinson
- Ms Nadia Jillett
- Ms Ruth Jones
- Ms Sue Leitch
- Ms Joan Leverett
- Mr David McArthur
- Mr Bruce McDonald
- Ms Maureen McDonald
- Mr Ron McGlynn
- Dr William McKellar OAM
- Mrs Valerie Mills
- Mr Henry Mippy
- Mr Andrew Moore
- Ms Marilyn Pinkard
- Mrs Heather Rossack
- Mrs Lorraine Simpson
- Ms Elizabeth Skirving
- Ms Liz Swain

CELEBRATING 25 YEARS OF MATCHWORKS

Since May 1998, MatchWorks – genU's employment services – has had a long and successful history in improving and enriching the lives of individuals through pathways to sustainable employment. This is a huge milestone for our business, our people, and our future.



OUR GOVERNANCE

genU, Karingal St Laurence, is a registered charity regulated by the Australian Charities and Not-for-profit Commission (ACNC). It is governed by a Board of Directors.

CORPORATE GOVERNANCE

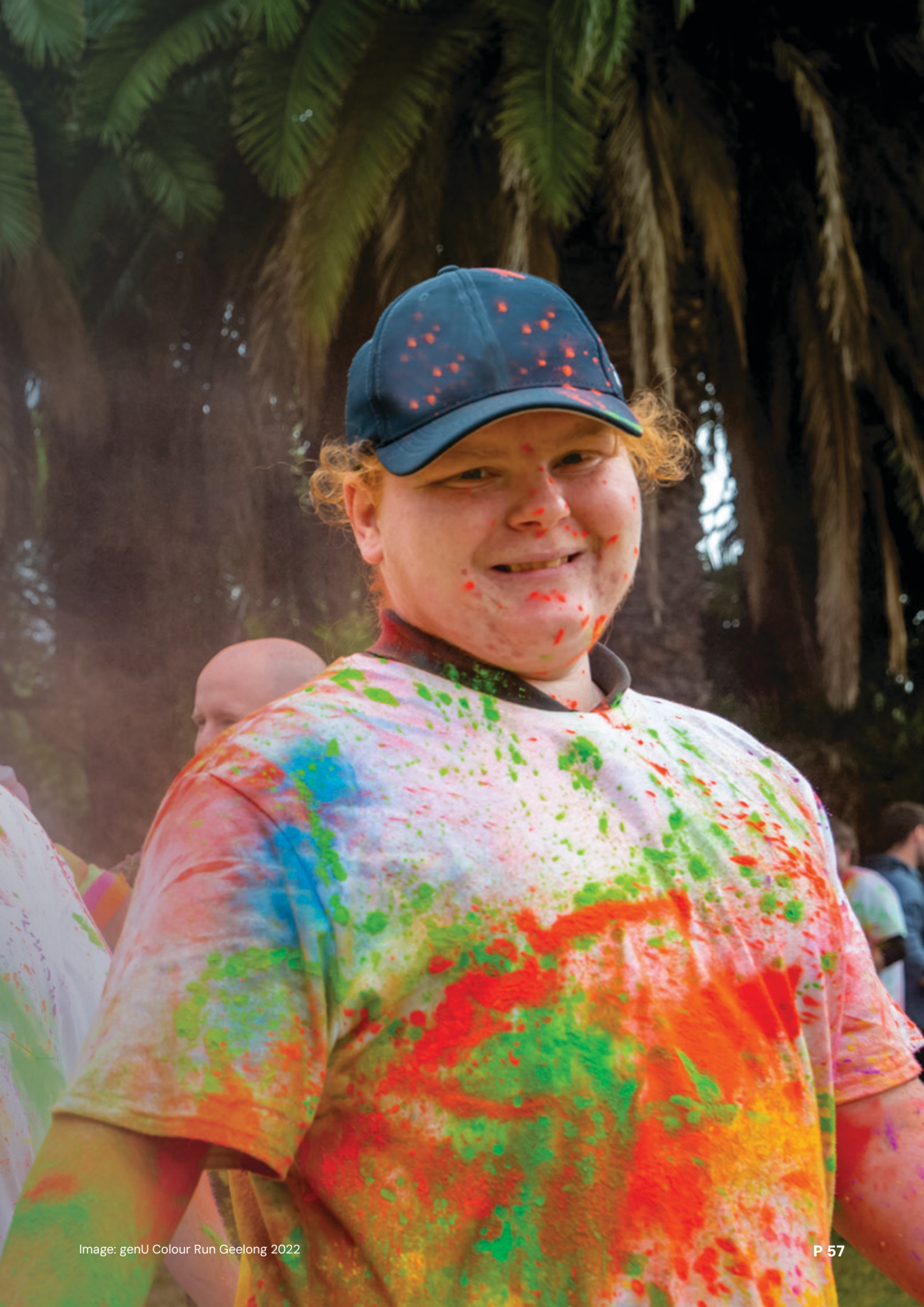
Karingal St Laurence is committed to proper and effective corporate governance arrangements. As a registered charity regulated by the Australian Charities and Not-for-profit Commission (ACNC), Karingal St Laurence applies the ACNC Governance Standards and in applying them is guided by the Not-for-Profit Governance Principles established by Australian Institute of Company Directors.

The Karingal St Laurence Board has overall responsibility for the financial performance of the Karingal St Laurence Group and the achievement of its founding purpose. The Karingal St Laurence Board recognises its role in overseeing the determination and implementation of policies and processes that reflect good corporate governance aligned with the ACNC Governance Standards, its contractual commitments and stakeholder expectations that together with our Values inform and guide the organisation.

The Karingal St Laurence Board Charter is available on the genU website under Governance: www.genu.org.au

RISK MANAGEMENT APPROACH

Karingal St Laurence Limited has a risk management process in place consistent with the International Risk Management Standard (ISO31000:2018) and an internal control system that enables the Executive to understand, manage and satisfactorily control risk exposures. The Board of Directors has continued oversight of the risk profile of Karingal St Laurence Limited and confirms the profile has been critically reviewed within the last 12 months.



CURRENT BOARD

The Directors in office are:



DR MICHAEL STANFORD

Chair and Independent,
Non-Executive Director

Appointed:

November 2022

Committees:

- Corporate Governance
- Finance, Risk and Audit



INGRID WILLIAMS

Deputy Chair and Independent,
Non-Executive Director

Appointed:

November 2022

Committees:

- Care Governance and Client Experience



DAVID BARTLETT*

Independent,
Non-Executive Director

Appointed:

July 2023

Committees:

- Nil during this reporting period



MICHAEL CARROLL

Independent,
Non-Executive Director

Appointed:

December 2016

Committees:

- Finance, Risk and Audit



ANNA LEARMONTH

Independent,
Non-Executive Director

Appointed:

February 2023

Committees:

- Finance, Risk and Audit



DR PATRICK LOCKIE

Independent,
Non-Executive Director

Appointed:

December 2016

Committees:

- Care Governance and Client Experience



LEANNE MEEHAN

Independent,
Non-Executive Director

Appointed:

November 2022

Committees:

- Care Governance and Client Experience



JAN O'KEEFE

Independent,
Non-Executive Director

Appointed:

October 2019

Committees:

- Corporate Governance
- People and Culture



KRIS PEACH

Independent,
Non-Executive Director

Appointed:

September 2021

Committees:

- Finance, Risk and Audit
- Corporate Governance



STEPHEN ROBERTS

Independent,
Non-Executive Director

Appointed:

December 2016

Committees:

- Corporate Governance
- People and Culture

The following Directors also held office during 2022–23:

JODI HEATH

Appointed: June 2018

Resigned: August 2022

BRUCE MCDONALD

Appointed: November 2019

Resigned: November 2022

DR PETER LANGKAMP

Appointed: June 2018

Resigned: January 2023

LLEWELLYN PRAIN

Appointed: September 2021

Resigned: August 2022

*David Bartlett, former Board Chair of Li-Ve Tasmania, was appointed to the genU Board effective 1 July 2023, when the two organisations formally united.

The biographical details of the current Directors are available under Governance on the genU website at www.genu.org.au

EXECUTIVE LEADERSHIP

As genU's footprint and reach expands, and as client numbers grow, genU remains committed to evolving to best serve both current and future clients.

GENU IS TRANSFORMING

Regular review of organisational structures, properties and services is good business practice but especially now, as genU is on a clear and strategic growth trajectory. It's important to be continually assessing progress and performance, always improving, and investing in client experience, in staff and in the systems and supports they need. A review of how genU is structured across the organisation identified opportunities to better align functional areas and the work undertaken – keeping clients at the centre of every decision made.

OUR OPERATING ENVIRONMENT

The operating environment in disability, aged care and employment is complex. Each sector is designed on a market-based model; however, government is the major funder, regulator, and designer. In a context of downward pressure on government budgets and increased focus on client-centred services, governance and transparency, genU is transforming to deliver better services and to drive productivity. Following are some of the complexities that have impacted on our operations in this reporting year.

Disability Reforms

The Royal Commission into Violence, Abuse, Neglect and Exploitation of People with a Disability (reporting in September 2023) and the National Disability Insurance Scheme Review (reporting in October 2023) are expected to signal significant reform to the sector in the areas of participant experience and delivery of value, governance, and sustainability.

Aged Care Reforms

Following on from the Royal Commission into Aged Care Quality and Safeguards the government is rolling out significant changes to improve access, accountability, quality, safety and transparency in the sector. It also includes pay increases for Aged Care Workers.

While this will place challenges on providers to meet requirements, it will lead to significantly strengthened regulation, increased transparency, and improved quality standards in aged care service delivery.

Employment Reforms

The Workforce Australia contract replaced jobactive in July 2023. Government has insourced a significant portion of service delivery and indications are that this insourcing preference will continue to be applied for Workforce Australia following the reporting of the House Select Committee on Workforce Australia Employment Services (reporting recommendations in November 2023).

The Disability Employment Services contract will be re-tendered in 2024. There is expectation that this contract will be changed to align with both Workforce Australia and NDIS. In parallel, there is continued government and industry focus on workforce participation, skills development diversity, equity and inclusion which provides opportunity for genU and our integrated service model.



CLARE AMIES

Chief Executive Officer



TRAVIS HEENEY

Chief Operating Officer
Community, Residential
and Pathways



PAUL BARBARO

Chief Operating Officer
Recruitment, Employment
and Training



BETHANY ALLEN

Acting Executive General
Manager, Strategy and
Transformation



DANIELLE BYRNES

Interim Chief People Officer



TRAVIS NEAL

Chief Corporate Officer
and Chief Financial Officer



TRI NGUYEN

General Counsel and
Company Secretary

The biographical details of the
current Executive Leaders are
available under Governance
on the genU website at
www.genu.org.au

FINANCIAL SUMMARY

genU appreciates the support of those who provide funding for the provision of services and supports to our clients. These include the federal and state governments, our community partners, donors, and sponsors.



2022–2023 FINANCIAL PERFORMANCE AND POSITION

genU's net asset position declined during the year as the organisation implemented and invested in key transformation initiatives.

OVERCOMING CHALLENGES

Revenue for Disability and Aged Care services increased from the prior year with the acquisition of disability services and organic growth in Home Care Packages. Despite this revenue growth, the cost of service delivery increased. Increases in staffing were required to meet operational needs in a tightening labour market, with further cost pressure from reductions in government funding and increasing regulatory compliance on services.

For Recruitment, Employment, and Training services, revenue reduced from the prior year following a change in contract scope associated with a new government employment service contract. Contract transition payments and growth in genU's Training services supported the underlying financial performance.

The 2022–23 financial result was impacted by specific non-operational investments and activities. genU undertook a review of its structure and identified a number of opportunities to better align functional areas and the services provided, ensuring that clients are kept at the centre of every decision the organisation makes. The organisational restructure was implemented during the current financial year to reposition the business to deliver its growth and transformation objectives as part of the next five-year strategy.

The pace of industry change over the next five years, combined with the headwinds of demand and supply factors, creates an environment where there is significant pressure across key elements of the organisation particularly with government driving reform and consumers' expectations rising. A Digital Strategy was endorsed in 2021 and in 2022–23 the organisation commenced a multi-year investment program to execute this strategy and transform the way the organisation provides its services to clients, facilitate further service growth and deliver operational efficiencies, particularly in disability and aged care markets. This digital investment will continue over the coming years with financial benefits being realised as delivery models change, systems are implemented, and further economies of scale are achieved from growing key service portfolios nationally.

Cash reserves were used to fund operating and restructuring activities, digital investment, and pre-acquisition costs to reposition the business for future growth with financial returns expected in future years. During the year, genU repaid borrowings, completed the final development stage of its Barwarre Gardens retirement village (which will be recovered through sales in the following year) and transferred surplus cash into term deposits to optimise interest rate returns available in the market.

genU has been undertaking a review of the organisation's services and the various portfolios to focus on its core businesses in disability, ageing, education, and employment services and ensure that these services are sustainable and will grow nationally. As part of this process, the organisation made the decision during the year to sell its childcare services and other surplus property which were recognised as assets held for sale.

Costs associated with due diligence and detailed planning for integration of the Li-Ve Tasmania business were incurred in 2022-23 to be ready for transfer of business to genU effective on 1 July 2023. This is expected to deliver a significant increase in disability services revenue and net assets in 2023-24.

2023-2024 OUTLOOK

As genU enters the final phase of the Strategic Plan 2019-2024, we're focused on reviewing progress, implementing priorities to reach our current objectives, and looking ahead at the next five years and how we'll frame the next strategic plan for 2025 to 2030.

PRICING CONSTRAINTS

genU is both reliant on and constrained by government funding models in a number of aspects.

74%

of genU's revenue is from income streams where price is set by government.

18%

is partially government price constrained.

8%

is other pricing models.

STATEMENT OF REVENUE AND EXPENDITURE

**\$409.6 MILLION
TOTAL REVENUE**

- **\$244.6 Million**
Employment and training services
- **\$157 Million**
Disability and ageing services
- **\$8 Million**
Other revenue sources



REVENUE	2023 \$000	2022 \$000
Rendering services	400,477	415,535
Sale of goods	3,134	1,846
Fundraising	23	232
Capital and housing grants	4	622
Deferred management fee	2,126	2,111
Operating lease rental	729	397
Other revenue	3,121	1,411
Total revenue	409,614	422,154
EXPENSES		
Employee benefits expenses	(325,281)	(314,492)
Operating expenses	(55,875)	(68,393)
Occupancy-related expenses	(11,739)	(10,098)
Impairment expenses	(1,620)	-
Other expenses	(9,718)	(6,118)
Total expenses	(404,233)	(399,101)
SURPLUS BEFORE DEPRECIATION AND AMORTISATION AND FINANCE EXPENSES AND TAX	5,381	23,053
Depreciation and amortisation expense	(14,720)	(17,917)
Financing expenses	(1,335)	(1,427)
Tax benefit/(expense)	967	(201)
Surplus for the year	(9,707)	3,508
OTHER COMPREHENSIVE INCOME		
Changes in fair value of financial assets, net of tax	1,177	(1,699)
Changes in fair value of PPE, net of tax	2,387	7,283
Other comprehensive income for the year	3,564	5,584
Total comprehensive income for the year	(6,143)	9,092

STATEMENT OF ASSETS AND LIABILITIES

ASSETS	2023 \$000	2022 \$000
Current assets		
Cash & cash equivalents	21,427	55,960
Trade & other receivables	27,828	23,326
Prepayments	1,780	1,604
Assets held of sale	13,892	–
Other financial assets	37,341	28,178
Total current assets	102,268	109,068
Non-current assets		
Trade & other receivables	296	324
Property, plant & equipment	154,421	155,513
Investment properties	96,606	88,614
Deferred Tax Asset	765	–
Other non-current assets	13,787	12,347
Right of use assets	15,214	13,403
Intangible assets	4,890	6,550
Total non-current assets	285,979	276,751
Total assets	388,247	385,819

\$211 MILLION

Strong net asset position underpinned by \$251 million of property and equipment and \$59 million of cash reserves and financial investments.

LIABILITIES	2023 \$000	2022 \$000
Current liabilities		
Trade & other payables	26,370	22,550
Provisions	28,014	28,098
Retirement Living Liability	91,007	80,291
Residential Aged Care Liability	11,806	14,579
Lease liabilities	8,698	7,035
Income tax payable	–	198
Total current liabilities	165,895	152,751
Non-current liabilities		
Provisions	4,229	4,178
Borrowings	–	4,305
Lease liabilities	6,909	7,228
Total non-current liabilities	11,138	15,711
Total liabilities	177,033	168,462
Net assets	211,214	217,357
EQUITY		
Reserves	66,367	62,803
Accumulated surplus	144,847	154,554
Total equity	211,214	217,357



WE WELCOME YOUR FEEDBACK

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The information contained in this report has been provided in good faith and was correct at the time of publication.





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