

CASS CARE LIMITED

ABN 74 099 853 755

Directors' Report on Review of Operations FY2024-2025

Financial year (FY) 2024-2025 was a volatile period where our Company CASS Care Ltd, referred to hereunder as CASS, embraced new challenges and opportunities. There was a substantial increase in the complexity of the business environment that CASS operated in, with new business initiatives, changing operational models in the sector/s and fierce competitions in securing limited government funding and subsidies, which were subject to more stringent criteria and reviews. Notwithstanding, our teams displayed strong commitment to the vision by providing high quality services for people of all ages, from newborn to late life, and striking to always be the first choice of service users and their family members. This collective effort from each service unit had enabled CASS as an organisation to continue demonstrating outstanding achievements and performance across all services in FY2024-2025 and be well positioned to thrive and pursue its mission further in coming years.

This report provides an executive summary of each CASS service and highlights in the reporting period.

A. Community Services Directorate

1. Home Ageing Services (HAS)

CASS continued to operate and manage a comprehensive range of home ageing services, including Short-Term Restorative Care (STRC), Home Care Packages (HCPs), the Commonwealth Home Support Program (CHSP), and various other services. Additionally, HAS was actively involved in numerous projects, fostering community engagement, providing support for individuals with dementia, and promoting health awareness initiatives. In total, over 2,300 seniors of multicultural background using our services, including Chinese, Korean, Vietnamese, Indonesian, Malaysian, Singaporean, etc., and seniors of the general community.

Short-Term Restorative Care (STRC)

33 STRC places were allocated to CASS by the Department of Health and Aged Care (DHAC) in FY2024-2025 for the provision of services to seniors having functional declines, supporting them with up to 8 weeks of short-term, flexible and/or intensive care to restore and improve their ability

and well-being, thereby deferring their entry into a higher level of care.

Home Care Packages (HCPs)

As a preferred provider for many service users and community members, CASS continued to offer packaged and tailored aged care services for seniors residing at home, ranging from level one to level four, based on HCP needs assessments and DHAC guidelines.

Home Support and Miscellaneous Services

CASS continued to provide Commonwealth Home Support Program (CHSP) as per DHAC approval, targeting culturally and linguistically diverse (CALD) communities. Our comprehensive services included:

- Domestic assistance in the Inner West, South-East, North and South-West Regions of Sydney;
- Personal care in the South-East Region of Sydney;
- Social support (individual and group) in the Inner West, South-East, North and South-West Regions of Sydney as well as Illawarra Region;
- Centre-based respite in the Inner West and South-East Regions of Sydney; and
- Flexible respite in North, West and South-East Regions of Sydney.

Miscellaneous Care Services

The Handy Helping Hand (Triple H) Program continued providing services to consumers who were not eligible or whose needs could not be catered for through government funded services or to further enhance existing services received by consumers whose needs exceeded the scope of care under government funded programs.

Other Highlights of HAS

Support People with Dementia & Their Carers

CASS had been involved in several key initiatives to support people with dementia and their carers in the community. Collaborations with industry peak bodies and government departments in the reporting period included:

- The CALD activity program with Dementia Australia.
- CASS successfully delivered the "Improving Respite Care for People with Dementia and Their Carers" project, funded by DHAC, for the

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Chinese and Korean communities across Sydney metropolitan areas. CASS will continue to deliver this project for the Vietnamese community in FY2025-2026.

- CASS was recognised as a key organisation in dementia-related research. It has supported projects like NHMRC 2022 TCR Cultural Ethnic and Linguistic Diversity in Dementia Research with Flinders University, a study to reduce inequalities in accessing high quality support services for carers of people with dementia for CALD.

Promotion of Health Topics

The physical and mental well-being of seniors remained a central focus of our community health education initiatives. Alongside raising awareness about common issues like dementia, fall prevention, cancer screening, and other chronic diseases and their interventions, CASS also partnered with CanCare to promote life and death education.

Facilitation of Access to Aged Care Services

CASS has maintained a high level of community engagement and education through numerous virtual and face-to-face information sessions, seminars, expos, and educational events in English and various community languages. These initiatives promoted better access to aged care services and were supported by strong partnerships with key organisations and local governments, including Kuring-gai Council, Inner West Council, Fairfield City Council, Cumberland City Council, Strathfield Council, Canterbury-Bankstown Council, City of Sydney Council, Georges River Council, City of Parramatta, City of Ryde, Southwest Sydney Local Health District, the Multicultural Network, Grand Pacific Health and Western Sydney Community Forum.

Involvement in Other Community Events and Training

CASS has played an active and vital role in supporting initiatives and events to engage CALD communities.

- Respite Clubhouse Project: From July 2024 to June 2025, CASS delivered the Respite Clubhouse Project for the Korean community. Four sessions were held in September, November, March, and June, each running for three days and two nights with 10 participants—five individuals showing early signs of dementia and their five carers. The program provided

structured activities designed to help delay dementia progression and support carers in developing effective coping strategies at home. Activities included health information sessions, dementia training, exercise, craft, and karaoke. The project received very positive feedback from both the seniors and their carers.

- Sharing Cultures and Building Harmony for Seniors 2025 – Held at Yagoona Community Centre on 3 April 2025, as part of the NSW Multicultural Stronger Together Grants – Festivals and Events Program. The event featured music, cultural performances, and multicultural activities, drawing 160 participants from diverse backgrounds (Vietnamese, Chinese, Indonesian, Cambodian, etc.). Attendees praised the event for its strong spirit of harmony and vibrant celebration of cultural diversity.
- In 2025, CASS continued to get secured funding from the Good Things Foundation to deliver the Be Connected: Building Digital Skills programs. This initiative offered transformative digital training, enabling participants to build their digital literacy, confidence, and cyber safety awareness. Multiple sessions were held, with participants actively engaging in enhancing their digital skills and embracing the digital world with greater confidence.

In addition, the involvement of CASS in community-based research activities and consultations led by universities, peak bodies, and government agencies has been widely appreciated. Notable collaborators included University of New South Wales (UNSW), Flinders University, Western Sydney University, The University of Sydney, National Ageing Research Institute (NARI), Federation of Ethnic Communities Council Australia (FECCA), Cultural Perspectives, and Central & Eastern Sydney PHN.

Staff Training and Development

As part of the organisation's continuous improvement strategies and commitment to high-quality services, CASS conducted over 60 in-person and virtual training sessions for our staff members. Those sessions covered a wide range of topics, including the Aged Care Quality Standards, culturally inclusive support, leadership development, infection control, end-of-life care, support for LGBTIQ+ older people, mental health first aid for older people, assisting clients with

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medications, dementia care, and the Aged Care Code of Conduct. Additionally, staff members were encouraged to engage in networking opportunities through local and national conferences and forums. This enabled them to stay updated on the latest information regarding service delivery, service standards, technology, and the new Aged Care Act and reforms, ensuring strong industry engagement and relevance.

2. Residential Aged Care Services (RACS)

Residential Aged Care Facility (RACF) - Campsie

The RACF Campsie continued to uphold its commitment to delivering high-quality care. It has maintained a high occupancy rate of 99% at its 63-bed facility. A major milestone was reached in February 2025, as the facility celebrated its tenth anniversary.

Our service was underpinned by a dedicated team of 74 professionally trained bilingual and trilingual staff members, including registered nurses who delivered 24/7 clinical care. The team was supported by a network of allied health professionals, such as geriatricians, physiotherapists, occupational therapists, podiatrists, speech pathologists, and dietitians. The key clinical areas, including medication management, wound care, pain and weight management, and risk prevention, continued to be delivered to a high standard. As of 30 June 2025, approximately 168 prospective consumers were on the waiting list.

A person-centred care was at the core of our services. RACF Campsie provided ongoing individualised programs, such as fall prevention program and walking program to help residents maintain their independence and mobility level. More than 25 types of life enrichment activities, such as music therapy / engagement, birthday celebrations, children and senior integration activities, Aged Care Volunteer Visitors Scheme and child representation, were made available to residents with considerations of their specific needs to promote a healthy and holistic lifestyle. To promote social connection and cultural understanding, we introduced Aboriginal arts and cultural sessions, including dot painting workshops and educational activities on Aboriginal symbols. These initiatives helped foster awareness and appreciation of Australia's Indigenous heritage. Our social outings calendar was also expanded, with

excursions to Sydney landmarks such as the Sydney Opera House and the Sydney Harbour Bridge. These experiences strengthened consumers' connection to the broader community and Australian culture.

The residents also received a well-balanced menu to maintain an optimal and nutritional intake for their mental health, physical health, and general wellbeing. The menus were designed by a dietitian in consultation with residents to meet their needs, preferences, and nutritional values. Food Focus Group meetings were held to involve consumers in menu planning and taste-testing sessions. This inclusive and participatory approach ensured a dining experience that supported overall health and wellbeing. In October 2024, the Aged Care Quality and Safety Commission conducted an unannounced audit focusing on food services, dining experience, nutrition, and weight management. The feedback from the Commission was highly positive, affirming the facility's strong commitment to excellence in care and consumer satisfaction.

The staffing arrangements, clinical care strategies and engagement activities implemented have led to excellent feedback from residents, families, visitors and regulatory bodies. Our programs received consistently positive feedback throughout the year. The quarterly resident surveys under the National Aged Care Mandatory Quality Indicator Program showed high satisfaction with mobility, pain management, and wellbeing. The residents expressed confidence in staff competence, appreciated respectful care, and felt comfortable providing feedback, trusting that concerns would be addressed.

Asquith Aged Care Centre

Asquith Residential Aged Care Centre comprises a 97-bed Residential Aged Care Facility (RACF) and 11 Independent Living Units known as Quartz House. Nestled in a leafy, open environment, the Centre serves a multicultural community and has welcomed over 160 seniors to our aged care facility. It is also recognised as the first aged care facility in the Northern Sydney region to provide dedicated support to the Korean community, affirming our commitment to culturally inclusive care. As of June 2025, the Residential Aged Care Facility was operating near full capacity, and six residents have made Quartz House their permanent home.

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The facility was supported by a dedicated team of over 100 skilled professionals, including care managers, registered nurses, recreational activity officers, care staff, administrative personnel, and kitchen team members. In partnership with our sister site in Campsie, the facility benefited from a multidisciplinary network of health professionals that deliver high-quality clinical care. With the integration of a Memory Support Unit, we remained focused on advancing outcomes for seniors living with cognitive decline and maintaining the wellbeing and independence of all residents.

During the commencement phase, as is typical with newly constructed facilities, several infrastructure issues arose, including equipment faults, air management challenges, and plumbing-related defects. Thanks to the diligent efforts of the project and facility teams, most of these matters have been successfully addressed, with systems in place to ensure continued compliance and safe operation.

In July 2024, Asquith RACF underwent a re-accreditation audit conducted by the Aged Care Quality and Safety Commission. This was an unannounced audit carried out when the facility had been operational for less than three months. Despite its early stage of service delivery, the team responded promptly and professionally to the Commission's review. Following the audit, a proactive assessment of feedback led to the development of a comprehensive action plan. As a result, the facility was successfully re-accredited in September 2024 for a three-year term until 23 November 2027.

In October 2024, Access Care Network Australia (ACNA) conducted the annual Residents' Experience Survey at our facility. Approximately 30 residents participated in structured interviews covering 12 experience-based questions. Based on the survey results, Asquith RACF was awarded a 4-star rating, which was published on My Aged Care in February 2025, reflecting strong resident satisfaction and our ongoing commitment to quality care. After 12 months of service delivery, the facility has achieved an overall 4-star rating across Compliance, Quality Measures, Residents' Experience, and Staffing.

The Lifestyle Program at Asquith RACF played a vital role in enhancing residents' social connection and overall well-being. It offered a variety of weekly

activities tailored to different physical and cognitive needs, including group exercises, mahjong, crafts, games, and peaceful garden walks. Personalised recreation was also available for those preferring individual engagement.

Key highlights from the year included monthly birthday celebrations, Christmas in July, the Moon Festival, Lunar New Year festivities, and the NSW Seniors Festival High Tea. A standout moment was one of the seniors having his 107th birthday celebration, which brought together family, residents, and board members in a warm and memorable gathering.

3. Disability Services (DS)

CASS continued to deliver a comprehensive range of disability services to the community as a registered provider under the National Disability Insurance Scheme (NDIS), with a focus on participants from culturally and linguistically diverse (CALD) backgrounds. These services included Specialist Disability Accommodation (SDA), Supported Independent Living (SIL) and Short-Term Accommodation (STA) as part of our Supported Accommodation Services, as well as centre-based day programs, individual supports, plan management, and support coordination. In addition, CASS supported carers and family members of people with disabilities by helping them better understand and access NDIS services.

Supported Accommodation Services (Group Homes)

In FY24-25, CASS continued to operate three Group Homes: Beverly Hills Group Home (BHGH), Belfield Group Home (BGH), and Dominic House (DH). During this period, over 15 participants accessed Supported Accommodation Services provided by CASS.

These Group Homes offer specialised accommodation for individuals from CALD backgrounds who require 24/7 tailored housing and care solutions. Each home is equipped with accessible facilities designed to support residents with a range of functional impairments and varying levels of support needs. Services provided include standard personal care (e.g. bathing, dressing, grooming), high-intensity personal care (e.g. PEG feeding, urinary catheter care, subcutaneous injections), clinical support, cooking and meal

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preparation, household chores (e.g. cleaning, laundry), medication management, budgeting and shopping, social and recreational activities, independence and skills development.

This holistic model of care was further enhanced through close collaboration with the National Disability Insurance Agency (NDIA), public guardians, support coordinators, medical specialists, allied health professionals, family members, and other significant stakeholders. Through these partnerships, participants were supported to co-design and implement their NDIS plans using a systematic, person-centred approach that promoted dignity, autonomy, and inclusion.

Centre-based Day Programs

CASS Disability Services continued to provide centre-based day programs at its locations in Peakhurst, Campsie, and West Ryde. In FY24-25, operations also commenced at our new Belfield Day Program Centre. Collectively, these centres delivered over 26,700 hours of group support to people with disabilities from CALD backgrounds. These services aimed to help participants develop essential skills, increase their independence, and enable their participation as valued and active members of the community.

Participants engaged regularly in cognitive development, motor skills training, and life-skill programs designed to promote a healthy and meaningful life. A wide range of tailored activities were offered, including cooking, digital literacy training, physical exercise, dancing, swimming, virtual meetings, COVID-safe practices, effective peer communication etc.

To further enhance social integration and community participation, a variety of community access outings were organised. These included visits to festival events, local parks, entertainment venues, and shopping centres, as well as virtual group interactions via Zoom to maintain social connection and engagement.

Individual Supports, Plan Management and Support Coordination

CASS continued to provide comprehensive support to NDIS participants through individual supports, plan management, and support coordination services. The range of support delivered included, but was not limited to domestic assistance, personal care, daily

living tasks, life-skill development, community access, NDIS fund management, administration of support-related expenditures, and coordination with both NDIS-registered and non-registered service providers. These services also focused on optimising participants' NDIS funding and facilitating access to multidisciplinary support.

During the reporting period, CASS delivered over 47,300 hours of in-home and community participation support. Demand for these services continued to grow, reflecting the ongoing need for personalised, high-quality disability support in the community.

Other Highlights of DS

CASS continued to provide ongoing support and facilitation for regular meetings of the CASS Korean Carers Group and Chinese Participants Group across various locations. These meetings served as important platforms for peer networking, emotional support, information and experience sharing, and the celebration of individual and group achievements. Over 25 carers and participants regularly attended these gatherings.

- In FY24-25, CASS received numerous grants from local Councils and Clubs to deliver various programs and events for people with disabilities and their carers.
- In August 2024, in collaboration with Metro Assist, CASS hosted the 'Vote Talk' event for Korean participants and staff members. The event included a presentation by CASS to encourage participation in the federal election and raise awareness about Australian citizenship.
- In September 2024, CASS DS hosted a Mid-Autumn Festival event for people with disabilities, with special guests the Hon. David Coleman MP and Mark Coure MP joining in the celebration with participants and their families.
- In December 2024, in partnership with Strathfield Council and the Australian Korean Association of Sydney, CASS co-organised a community celebration for IDPWD at Croydon Park, promoting awareness, inclusion, and recognition of people with disability.
- In April 2025, CASS successfully delivered a School Holiday Program focused on social inclusion, community participation, and individual capacity building. The program received overwhelmingly positive feedback from both participants and their families.

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- In FY24-25, CASS Disability Services successfully passed an external audit for High Intensity Personal Care Activities, specifically in the areas of enteral feeding management and subcutaneous injections. As a result, CASS is now eligible to deliver services to NDIS participants requiring support with enteral feeding and subcutaneous injections.

As part of our commitment to continuous improvement, CASS delivered over 1,217 hours of training to Disability Services staff during the year. Training topics included: medication management, professional boundaries, positive behaviour support, complaints and feedback management, mealtime management, manual handling and PPE use, and more.

4. Child Care Services (CCS)

Centre-based Child Care

CASS Gumnut Early Learning Centres continued to deliver high-quality early childhood education and care, alongside comprehensive Outside School Hours Care (OSHC) programs, through the established Gumnut Early Learning Centres (ELCs) located in Campsie (CELC), Hurstville (HELIC), and St Leonards (SLELC). All three centres maintained approval for the Child Care Subsidy (CCS), making quality early childhood education financially accessible to families.

Each centre was dedicated to providing inclusive and nurturing learning environments tailored specifically for children from CALD backgrounds. This commitment was reinforced by a team of skilled educators from CALD communities, whose varied experiences cultivated an authentic sense of belonging among all children.

The philosophy was based on the National Quality Framework (NQF). Each centre actively engaged in continuous quality improvement through critical reflection, guided by the seven Quality Areas of the National Quality Standard (NQS) and incorporating the Principles, Practices, and Learning Outcomes from *Belonging, Being and Becoming: The Early Years Learning Framework for Australia (EYLF)* and *My Time, Our Place: Framework for School Age Care in Australia (MTOP)*. The philosophy emphasised listening to children and families, empowering children's participation, acknowledging diversity, and fostering strong

community partnerships and environmental sustainability.

The OSHC service offered a safe, stimulating, and inclusive environment for school-aged children during before-school, after-school, and vacation care periods. The OSHC program aligned with MTOP, promoting independence, creativity, collaboration, and overall wellbeing through structured and play-based activities that reflect children's interests and developmental needs.

Transition to School programs have been effectively implemented across all centres, enhancing children's development across essential areas and ensuring a smooth transition into formal schooling.

Educational excursions, special events, and incursions were regularly incorporated into the curricula across all centres to enrich children's learning experiences beyond classroom settings. These activities included visits to local community hubs, cultural institutions, nature-based explorations, and multicultural celebrations reflective of Australia's diversity. Such opportunities enabled children to engage with their environment, develop critical social and cognitive skills, and gain a deeper appreciation of community and cultural diversity. Family participation was actively encouraged, further strengthening partnerships between centres and home environments and promoting collaborative educational journeys.

Highlights of Excursions/Events

- Children actively participated in a wide range of educational excursions and community events, including visits to the Australian National Maritime Museum, Museum of Contemporary Art, Sydney Aquarium, Our Big Kitchen, Hurstville Community Garden, Bunnings, the Art Gallery of NSW, and local shops. These experiences enriched their learning by broadening their understanding of the world and supporting their social, cultural, and cognitive development.
- The centres celebrated a variety of cultural and community events throughout the year, including Multicultural Week, Diwali, Dragon Boat Festival, Lunar New Year, Harmony Week, Book Week, Children's Day, Father's Day, Mother's Day, Australia Day, Easter, Moon Festival, World Health Day, NAIDOC Week,

National Reconciliation Day, Halloween, and Christmas.

- Intergenerational programs were regularly conducted to foster meaningful connections between children and seniors. Special celebrations were also held during Global Intergenerational Week to further strengthen intergenerational bonds and promote mutual respect and understanding.

Highlights of Incursions

Each centre also organised a variety of incursions to enrich children's learning experiences. These included the Beat the Heat program, Feature Creatures visits, gymnastics workshops, fire brigade visits, dental care sessions as part of the Dental Hygiene Program, Health and Development checks, Indigenous cultural education sessions, My Superhero Voice, the Bin Trim Program, magic shows, and police visits. These activities provided meaningful scaffolding to deepen children's understanding of the world around them.

Children's participation in these educational activities was documented and shared with families through the Kinder m8 app. This platform enabled regular updates to children's journals, daily programs, photos, and learning progress, ensuring timely and multimodal communication with families.

Family Engagement

Family engagement was a core focus across all Early Learning Centres. Educators worked in genuine partnership with families to ensure learning experiences were meaningful, culturally responsive, and tailored to each child's individual needs, interests, and strengths. This collaborative approach recognised parents and carers as a child's first and most influential educators and valued their contributions in planning and evaluating learning programs.

Open and ongoing communication was maintained through regular verbal updates, digital platforms, newsletters, and family meetings. Educators promoted shared decision-making by involving families in setting goals for their children, discussing developmental progress, and welcoming input that reflected cultural practices and family values.

Family engagement initiatives included parent-teacher interviews, annual satisfaction surveys, and invitations to participate in centre activities such as cultural celebrations, cooking experiences, and special events including Mother's Day morning teas, Reconciliation Week activities, and end-of-year celebrations. Families were also encouraged to contribute materials from home (e.g. recycled items for sustainability projects) or share their skills, traditions, and stories during group time.

By fostering these opportunities for meaningful involvement, our services aimed to build trusting relationships with families, strengthen the sense of belonging, and create a more connected and enriched learning environment for every child.

Information and Communication Technologies (ICT)

In addition to using the digital platform for communication and documentation, children also participated in structured learning programs focused on information and communication technologies. Through these programs, they developed skills in using tablets and interactive smart boards to access information, explore ideas, and express their thoughts. These experiences not only enhanced their digital literacy but also supported the development of social and emotional skills essential for a smooth transition to primary school and beyond.

School Readiness Program

Preschool-aged children were provided with a range of meaningful and developmentally appropriate opportunities to enhance their literacy, numeracy, emotional, social, and self-help skills through the centre's in-house School Readiness Program. The program was thoughtfully designed to facilitate a smooth transition to formal schooling by incorporating both structured and play-based learning experiences.

Children engaged in activities such as early reading and writing tasks, number recognition games, collaborative group work, and guided discussions to strengthen their communication, problem-solving, and emotional regulation skills. In addition, daily routines were used to promote independence and build confidence in self-care tasks—such as dressing, eating, and managing personal belongings—further preparing them for the expectations of a school environment.

Dissemination of Child Care Services Information

A diverse range of online and social media platforms—including the Care for Kids website, Facebook, Instagram, Google, WeChat, Naver Café and RedNote—were strategically utilised by all services to promote and raise awareness of our programs. These platforms served as key communication channels for sharing information, images, and videos that highlighted the strengths of our services and foster community engagement.

Shared content frequently featured collaborative activities with local businesses, public libraries, and community radio programs, along with participation in local information sessions, cultural ceremonies, and interagency meetings. This digital outreach not only enhanced our visibility across multicultural communities but also strengthened relationships with families and partner organisations by keeping them informed, involved, and connected.

More for the Children and Families

The three Early Learning Centres (ELCs) have successfully secured grants to support the delivery of affordable, high-quality early childhood education programs. These grants have enabled the centres to provide funded learning opportunities, including initiatives that promoted Indigenous cultural education and inclusion. The additional funding has further enriched the children's learning experiences by allowing for the development of specialised programs, acquisition of educational resources, and implementation of culturally responsive teaching practices. These grants included: 2025 Start Strong for Long Day Care program by Department of Education (DOE); 2025 Health and Development Participation Grant by DOE; Inclusion Development Fund Innovative Solutions Support by DOE; and Inclusion Development Fund Subsidy by DOE.

Industry Currency and Engagement

Maintaining a high level of industry currency and engagement through ongoing staff professional development and strong collaborations with Registered Training Organisations (RTOs) and tertiary institutions is essential for CASS to attract and retain highly skilled and experienced educators across our Early Learning Centres (ELCs).

While all three ELCs shared a common vision and goals, each service delivered a tailored suite of programs and activities, collaborating closely with

local experts to address the unique needs of their children. This approach ensured not only that children receive quality education and care but also that all services consistently meet or exceed compliance requirements.

CASS Gumnut Early Learning Centre - Campsie (CELC)

- Delivered an intergenerational program in collaboration with the CASS Hua An Seniors Group and RACF.
- In September 2024, CELC was a finalist in the 'Excellence in Environmental Program (Sensory Garden)' category at the 2024 Early Childhood Education Awards, hosted by the Australian Childcare Alliance (ACA) NSW.
- In September 2024, the outdoor space of CELC Nursery was expanded as part of the Community Child Care Fund awarded earlier that year. The project included removal of the existing sandpit, construction of a new sandpit, installation of rubber soft fall, Colourbond roofing, and a new fence.
- In February 2025, Hon. Prue Car, Minister for Education and Early Learning, visited CELC. The visit provided valuable insights into our operations and helped strengthen ongoing collaboration.
- In February 2025, CELC hosted an Open Day event, welcoming five new families.
- In March 2025, CELC was selected as a finalist in the 2025 Canterbury Bankstown Local Business Awards.
- The children's menus at CELC have been reviewed and updated to continue meeting nutritional needs and preferences, while reflecting cultural diversity and seasonal availability.
- Continued to work closely with KU Inclusive Support Agency and various therapists for children with additional needs.

CASS Gumnut Early Learning Centre – Campsie OSHC Service

Campsie OSHC Service was run by a team of professional educators, who provided children with opportunities to participate in a range of activities and experiences appropriate to their cognitive, social, and physical development.

The Vacation Care program offered a diverse range of excursions, incursions, and engaging activities designed to inspire children's interests and support

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their learning and development. Activities included water play, cooking sessions, technology day, team-building exercises, Indigenous weaving and art, and archery. Excursions featured visits to local swimming pools, ice skating rinks, Kingpin and Bounce trampoline parks. Additional experiences included bowling, laser tag, arcade games, VR Quest adventures, and cinema outings. These varied opportunities aimed to provide children with enjoyable, educational, and social experiences beyond the classroom.

CASS Gumnut Early Learning Centre – Hurstville (HELC)

- HELC completed the registration with the Narragunnawali platform and republished the second Reconciliation Action Plan in August 2024. With this plan, HELC completed many projects to deepen our children's knowledge of Aboriginal culture and traditions, for example, Wonders of Indigenous and Bush Tucker Garden Project.
- New flooring at HELC was successfully replaced during the centre's closure period, with the project completed on 27 December 2024.
- In March 2025, HELC hosted an Open Day event, welcoming 65 family members.
- The children's menus for HELC have been reviewed and updated to ensure they continued to meet the nutritional needs and preferences of the children, while also reflecting cultural diversity and seasonal availability.
- HELC had also worked with Munch and Move officer and received the Menu endorsement in 2025 from Southeastern Sydney Local Health District.
- Children participated in various sustainable activities, an extra worm farm has been built and each of our families had received our harvest (chokos) and our children have also engaged in Bin Trim program run by NSW Environment Protection Authority (NSW EPA)
- HELC played an active role in community outreach activities through the following channels:
 - Running an intergenerational program with senior activity groups and making connect calls for seniors who live alone throughout the year.
 - Participating in Hurstville Library for various events and story times.

- Working closely with KU Inclusive Support Agency and various therapists for children with additional needs.
- HELC facilitated 17 early childhood education and care practicum placements for TAFE NSW and University of Sydney and other institutions.
- In September 2024, HELC was a finalist in the 'Excellence in Community Involvement' category at the 2024 Early Childhood Education Awards hosted by the Australian Childcare Alliance (ACA) NSW.
- In May 2025, HELC was selected as a finalist in the 2025 Georges River Local Business Awards.

CASS Gumnut Early Learning Centre – St Leonards (SLELC)

Connection with the community remained to be a priority for SLELC, facilitated through the following initiatives:

- Delivery of the Intergenerational Programs with Glenwood residential aged care.
- In August 2024, SLELC was selected as the Winner of the 2024 North Shore Local Business Awards for 'Outstanding Early Childhood Centre'.
- On 28 August 2024, SLELC was awarded certification as a Little Scientists House, recognising the centre's dedication to STEM education and its commitment to engaging children in science activities and projects. This certification is valid until the end of August 2026.
- Collaborations with KU Inclusion Support Agency to provide an inclusive environment to all children with diverse needs and abilities. Children from Spanish, Japanese, and Vietnamese backgrounds received bilingual inclusion support as part of this initiative.
- The pre-schoolers' bathroom renovation project at SLELC was completed during the centre's closure period. The upgrade included new flooring, additional shelving, and new partitions to enhance children's privacy.
- In February 2025, SLELC hosted an Open Day event, welcoming 70 family members.
- Liaison with Munch and Move support team, TAFE St Leonards, Royal North Shore Hospital (RNSH) Community Health Centre, Department of Education, and State-wide Eyesight Pre-schooler Screening (STEPS) program from NSW Health Department and Willoughby Council.
- SLELC completed the registration with the Narragunnawali platform and developed its

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Reconciliation Action Plan which was published in July 2023.

- SLELC also played an active role in community outreach activities through facilitations of 5 early childhood education and care practicum placements for TAFE NSW and Victoria University.
- In September 2024, SLELC was selected as a finalist in the 'Team excellence Award – Metropolitan Service' category, and 'Metropolitan Business Excellence Award' category at the 2024 Early Childhood Education Awards hosted by the Australian Childcare Alliance (ACA) NSW.
- In May 2025, SLELC was selected as a finalist in the 2025 North Shore Local Business Awards.

B. Strategic Miscellaneous Services Directorate

1. Employment and Training Services (EATS)

EATS (formerly known as Vocation and Training Services until 16 September 2024) has maintained strong collaborations with various RTOs, including Breakthru College and METS Training Services, delivering three Certificate III in Individual Support courses to a total of 32 students.

EATS had also actively supported practicum placements activities by offering 74 students placement opportunities in various units of CASS to meet specific course and industrial requirements.

CASS Family Day Care (CFDC)

CFDC focused on strengthening service quality, supporting educators, expanding community outreach, and promoting inclusive, culturally responsive practices. The team actively recruited and supported individuals to establish and operate their own Family Day Care businesses, creating meaningful self-employment opportunities. CFDC also provided families with clear information and guidance to help them access and confidently navigate Family Day Care services.

- During the year, 8 new educators joined our service, while 3 educators left due to retirement or family circumstances. In total, 45 educators were registered with CFDC, operating across 31 suburbs throughout Metropolitan Sydney. Among these educators, 30 were from Chinese backgrounds, 10 from Korean backgrounds, one from a Bangladeshi background, and one from

Thai background. Additionally, 3 educators were on extended leave. Collectively, our educators delivered an average of 192 equivalent full-time (EFT) service hours.

- CFDC maintained high service standards through regular face-to-face home visits, distribution of informative newsletters, and the organisation of meetings and training sessions to support educator development and ensure quality assurance.
- Staff members were encouraged to pursue professional development actively, participating in a total of 34 different online and face-to-face training sessions and workshops throughout the year.
- CFDC organised 25 educator training sessions, including in-service, external, and online training. Educators also participated in various individual professional development courses tailored to their specific needs.
- CFDC continued to foster a sense of belonging among educators through regular meetings, gatherings, and celebrations. In 2024, four dedicated sessions were organised to bring educators and staff together to reflect on achievements, share experiences, and celebrate key milestones. These events played a vital role in strengthening team cohesion, building a supportive community, and reinforcing shared values and goals across the service.
- Nine educators were recognised with 5, 10, and 15-year service awards in 2024. These awards honoured their long-standing dedication, commitment, and valuable contributions to early childhood education, boosting morale, enhancing educator retention, and inspiring continued excellence in service delivery.
- CFDC proactively promoted its services through a range of social media platforms and by participating in local events, information sessions, and community expos.
- The team actively participated in various community events, including the Big Day Out, Granny Smith Festival, Employment and Training Expo, Small Business Big Connections Exhibition, Canterbury Bankstown Children's Festival, Sydney Korea Festival, Lunar New Year Festival, and Our People's Festival. These engagements helped promote Family Day Care, build relationships with local communities, and connect with prospective educators and families.
- To strengthen outreach and support the recruitment of educators from Vietnamese

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communities, CFDC expanded its engagement efforts by appointing a Vietnamese-speaking coordinator. The team organised information sessions, distributed flyers, and shared key messages through Vietnamese social media and community networks. They also took part in community events such as the Children's Festival to raise awareness and connect with families and potential educators. Additionally, CFDC staff attended the Expo at TAFE Bankstown to build new partnerships and gather resources and delivered an information session at the Bankstown Women's Health Centre to further promote CFDC services to local families.

- As part of its commitment to reconciliation, CFDC continued implementing its Reconciliation Action Plan (RAP), embedding respect, cultural awareness, and inclusive practices for Aboriginal and Torres Strait Islander children and families into its operations. This included training for staff and educators, and culturally inclusive activities for children.
- CFDC successfully launched bilingual playgroup sessions at St. George's Hurstville Anglican Church, with 33 families registered. These sessions supported children's early development through play and provided parenting resources and peer connection opportunities for families.

2. Settlement and Health Services (SAHS)

CASS settlement services aim to address migrants' settlement needs and facilitate connection with mainstream services and community to improve their self-agency and self-efficacy. We tailor our support to meet the needs of eligible clients, empowering them to achieve the settlement goals and integrate into the society. With funding provided by the Department of Home Affairs (DHA) to the parent entity of CASS, we would provide Settlement Engagement and Transition Support (SETS) program to the eligible Chinese, Korean and Vietnamese speaking clients or groups from 1 July 2024 to 30 June 2027. Additional funding has been received to better identify and support women in situations of domestic and family violence.

On behalf of its parent entity, the subsidiary continued to provide an extensive range of

settlement services to newly arrived migrants, including casework and referral services, settlement information sessions, community education, Youth Learning Support and group programs and domestic and family violence awareness raising activities, aiming at improving clients' independence, knowledge and ability to navigate and access mainstream services.

Casework and Referral Service

To better serve clients across Metropolitan Sydney, telephone, email, and WeChat enquiry services were provided as part of our strategies to assist clients who might not be able to access the outreach casework venues physically.

During the reporting period, settlement workers assisted Chinese-speaking migrants at the CASS Head Office in Campsie and CASS Ryde Community Services Centre (RCSC). Outreach services have restored to 7 locations which included: Burwood Library; Harris Park Community Centre; Hurstville Library; Hornsby Library; Parramatta Library; Rhodes Library; and Ultimo Library.

Settlement Services have been extended to the Korean and Vietnamese communities to provide culturally and linguistically appropriate support to help address their settlement needs. In total, over 3,600 client sessions had been delivered to all communities.

Information Sessions & Expos

CASS provided life skills information sessions and workshops covering subjects such as education, employment, housing, health, and civic participation. These activities facilitated participants to gain a deeper understanding of settlement issues and host culture while fostering a sense of belonging in the broader community. In FY2024-2025, a total of 59 information sessions/workshops had been organised. We continued delivering these activities and some highlights include:

- In partnership with various community groups, Adult Migrant English Program (AMEP) service providers, delivered a total of 18 'Living in Australia' settlement information sessions and hosted stalls in various TAFE Campuses, including Bankstown, Baulkham Hills, Campsie, Meadowbank, Padstow, Randwick, St Leonards, etc.
- In partnership with Hornsby Shire Council, Police NSW and Relationship Australia, a forum

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on the topic 'Ageing with Dignity' was organised at Hornsby Council. Representatives of CASS presented 'Seniors Support and Services'. Over 150 participants attended this event.

- In partnership with Campsie and St Leonards TAFE, we arranged cultural performances and traditional clothes displays on TAFE campuses to showcase our culture to the community during Harmony Day events.
- In partnership with Settlement Services International (SSI) SToP Modern Slavery Project and Championing Action for Tech Safety (CATS), 6 information sessions were organised for Chinese, Vietnamese and Koreans. A total of 194 participants attended the sessions.
- In partnership with Settlement Council of Australia, 6 information sessions on bowel cancer, breast and cervical cancer awareness were delivered between August and September 2024. Around 150 participants attended sessions covering the Chinese, Korean, Vietnamese and Indonesian communities.
- To promote community health information, Prof Stephen Li delivered 73 sessions of health program through various channels, including 2AC Radio, 2CR Radio, SBS Radio and CASS live channel.

Community Development & Integration

Apart from providing casework services and organising information sessions, settlement staff members also arranged various community development programs / services for migrants to help them integrating into the society.

- **Form Filling and Smart Devices Support:** Trained volunteers continued to provide 1 on 1 Form Filling and Smart Devices Support services in various locations, including Burwood, Campsie, Parramatta, Riverwood, Rockdale and West Ryde. For the FY2024-2025, a total of 605 clients used our services.
- **Tax Help:** In conjunction with the Australian Taxation Office (ATO), CASS provided free and confidential tax help services with ATO-trained and accredited community volunteers helping more than 130 people to complete their tax returns this year.
- **Migrant Legal Hub:** To better support migrant community access legal services, Migrant Legal Hub was established to provide free legal consultation services starting from April 2025. To date, the Hub has assisted 52 clients with

legal matters related to family, civil, and immigration law.

Youth Program

To assist young people from migrant families to receive equal educational opportunities and better integrate into mainstream community, CASS continued providing:

- **1-1 Learning Support Program:** The program delivered around 150 one-to-one learning assistance and mentoring sessions helping young people from disadvantaged migrant families.
- **Youth Activity Group:** The group, led by experienced caseworkers, ran a series of programs for young people at 12-24 years old from CALD backgrounds during school holidays. The activities were designed to motivate students from migrant or disadvantaged families to participate in local communities, understand Australian culture, and expand their social networks. Activities included board games, campus tour, sports (badminton & rugby), museum visit, outdoor excursion, etc.

Gambling Services

Funded through the Community Benefit Payment Scheme, CASS implemented the Gambling Harm Minimisation Project focusing on community education, outreach, and early intervention in Burwood area. Over the period of FY2024-2025, 81 general consultations were conducted, with 19 individuals receiving low to medium case work support. 6 culturally tailored information sessions were delivered, alongside active promotion through social media, print materials in English, Traditional and Simplified Chinese, and radio interviews. Staff participated in comprehensive training programs and attended key GambleAware events to enhance service delivery. Collaboration with GambleAware included Q&A sessions, shared resources, and culturally appropriate session content. The project has increased awareness within CALD communities and strengthened referral pathways for those experiencing gambling harm.

Participation in External Committees

To further enhance the reach and quality of services, CASS actively participated in various external committees and worked closely with other sector peak bodies, including: Burwood-Strathfield Multicultural Network; Canterbury Leaders Forum;

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Hornsby Ku-ring-gai Multicultural Network; Hornsby Ku-ring-gai Youth Network; Inner West Council Multicultural Local Democracy Group; Lower North Shore Multicultural Network; Migration Council Australia; Multicultural Youth Affairs Network; NSW Blood-Borne Virus and Sexually Transmissible Infections CALD Advisory Committee; Northern Sydney Region Chinese Community Network; Parramatta Cumberland Family & Domestic Violence Prevention Committee; Quitline Multicultural Advisory Committee; Ryde Hunters Hill Youth Interagency; Ryde Hunters Hill Domestic, Family & Sexual Violence Committee; Settlement Council of Australia; St George Chinese Services Network; St George Sutherland Shire Employment, Training and English Action Network; Sydney Community Health Network; Watson Women's Network; and Western Sydney Chinese Services Network.

3. Community Social Support Services (CSSS)

CSSS Unit managed a total of 21 CASS-funded social activity groups for Chinese and Indonesian seniors in the inner-west, south-west, northern, western and south-east areas of Sydney and Wollongong, complemented with a virtual group via ZOOM.

Aged Care Volunteer Visitors Scheme

Following the Aged Care Reform, CVS was restructured to become the Aged Care Volunteer Visitors Scheme (ACVVS). The Scheme continued to provide friendship and companionship through volunteer visits to older people receiving government-funded residential aged care services and home care packages. In FY2024-2025, the Department of Health funded us for 80 places in Greater Sydney to match volunteers to Chinese, Korean and Vietnamese-speaking seniors. During the year, 85 trained volunteers conducted a total of 2,659 visits.

Connect Call Service

CASS has funded the Connect Call Service for over 10 years. The Service targets seniors aged 65 or above, living in Australia, who may be isolated from the community due to social, cultural, language barriers, or disability. To meet the social needs of the older Asian-Australian population, the Service has been extended to include Korean and Vietnamese clients. In FY2024-2025, 9 trained and supervised volunteers provided service for Chinese-

speaking clients during business hours, Monday to Friday, making friendly calls, on average, to 110 seniors weekly.

Mental Health Services

During the reporting period, the H-Line Non-Crisis Hotline operated for 12 hours per week—on Sundays, Mondays, and Tuesdays—providing mental wellbeing and emotional support to Mandarin and Cantonese-speaking community members. Trained and supervised volunteers contributed a total of 812 hours and responded to 191 calls.

The Mental Health Services Team delivered several mental health projects funded by various bodies, including the Department of Home Affairs, WayAhead and others.

In partnership with Lifeline H2HS, the Lifeline Connect program continued to offer face-to-face support services in Chinese at Hornsby Library and Chatswood Library on a weekly basis, providing 336 hours, around 100 sessions.

Volunteering Services

The team managed 460 active volunteers, who contributed an average of 6,300 hours monthly to the community.

Over 23 volunteer training sessions were provided for 250 volunteers, equipping them with the necessary knowledge, skills and resources to effectively perform their roles, enabling volunteers to contribute meaningfully, feeling empowered, and potentially increase their engagement and commitment to CASS.

CASS Volunteers' Thanksgiving Luncheon and Moon Festival celebration was successfully held on 3 September 2024 to acknowledge the contribution and dedication of our volunteers. A total of 290 volunteers, guests, Board and staff Members attended this event. Volunteers were individually presented with a Certificate by guests or Board Members. The Leader of the Opposition in NSW, Hon. Mark Speakman MP, reported this event in the NSW Legislative Assembly on 19 September 2024 which was recorded in Hansard. He acknowledged CASS and thanked the wonderful volunteers who selflessly dedicated so much of their time to the services of others.

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On 12 September 2024, the Hon. Sophie Cotsis MP, NSW Minister for Industrial Relations and Minister for Work Health and Safety, attended one of our Moon Festival celebrations and presented the NSW Government Community Service Award to Ms Kwai Chun Yeung, a dedicated CASS volunteer. This award recognises individuals across NSW who significantly enhance the quality of life within their communities. She later reported this in the NSW Legislative Assembly, which was recorded in Hansard on 25 September 2024. In her speech, Minister Cotsis expressed appreciation for CASS's outstanding work, acknowledging Mr. Henry Pan OAM, Honorary Executive Director, along with the Board, staff members, and volunteers for their exceptional contributions.

37 of our volunteers were acknowledged publicly with awards, such as the 2024 Third Sector Awards, The Centre for Volunteering - 2024 NSW Volunteer of the Year Awards, 2025 Burwood Council Volunteer Recognition Awards, The Inner West Council's Community Awards - 2025 Amy Large Volunteer of the Year Award, 2024 St George Community Awards, 2024 Banks Volunteer of the Year Awards and 2025 Community Recognition Morning Tea.

CASS Aged Care Volunteers Visitors Scheme Team (ACVVS) received a recognition award from The Centre for Volunteering - 2024 NSW Volunteer of the Year Awards for their 10 years' contribution to the community.

Care Finder Program

The Care Finder Program is funded by the Central and Eastern Primary Health Network, covering Chinese, Vietnamese, Korean and Indonesian communities. In FY2024-2025, the Program successfully assisted 221 seniors in registering for My Aged Care and accessing the necessary and relevant support.

The Care Finder Program provided specialised, intensive, and face-to-face support to help individuals within the target population understand and access aged care services. It assisted seniors and their families in connecting with and navigating other relevant community support, including mental health services, housing and homelessness assistance, community groups and national dementia support. Additionally, the program delivered culturally tailored information sessions in

funded CESPAN areas, addressing specific needs and barriers.

CASS Aged Care Connect Assistance (CACCA) Service

CACCA is an initiative funded totally by CASS aiming to assist seniors who are not covered by our Care Finder Program to get registered on My Aged Care. It continued assisting seniors of CALD backgrounds during the period being reported, providing support in Mandarin, Cantonese, Korean, Indonesian, Vietnamese and English. A total of 1,245 clients were engaged, and successfully connected 204 seniors with appropriate aged care services and support.

Cultural Programs

The team facilitated the transition of the Hornsby Arts Group into the CASS Art Troupe and broadened the troupe's artistic scope by incorporating an orchestra that featured both Western and traditional Chinese instruments. A multicultural stage performance was organised to celebrate cultural traditions and showcase the talents of CALD communities. The team also supported members of activity and arts groups, including performers, to take part in local events, cultural activities, performances, and programs, enabling them to share their talents with the wider mainstream community.

4. Multicultural Community Services Development (MCSD)

In FY2024-2025, the MCSD team continued to expand and deliver strategic, and culturally responsive services to the Korean and Vietnamese communities, while actively promoting CASS as an inclusive multicultural welfare organisation. Through CASS and government-funded projects, along with targeted outreach and strong partnerships, the team built community capacity in areas such as education, employment, settlement, digital literacy, aged care navigation, volunteering, and senior group support.

A significant milestone during this period was the launch of the Indonesian team in May 2024. In its first year of operation, the team made meaningful progress by building trust with the community, introducing tailored outreach initiatives, initiating senior engagement activities, and forming strong service partnerships to meet local needs.

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Collectively, the MCSD team delivered over 160 community events and information sessions, published nearly 2,000 social media posts, supported around 90 active volunteers, and engaged over 6,500 community members through direct participation, excluding regular group participants.

The following sections highlight the achievements of the Korean, Vietnamese, and Indonesian teams throughout the year.

- The CASS settlement services for the Korean and Vietnamese communities were provided with supplementary financial resources supported by CASS. During the period being reported, the Korean settlement team handled approximately 336 cases, including 113 SETS (Settlement Engagement and Transition Support) cases, while the Vietnamese settlement program, since its launching in September 2024, had supported 79 clients (47 SETS case contacts and 39 general enquiries). The assistance covered a range of issues such as Social Housing, Age Pension, Disability Support Pension, Special Benefits, DFV, My Aged Care and other settlement-related matters. Support was delivered through face-to-face consultations, and for the Korean Services, at CASS Ryde Community Services Centre (RCSC), as well as via phone, email, KakaoTalk, and YouTube. The team also provided outreach referral services and conducted information sessions at Rhodes Library and Wentworth Point Library.
- Continued promoting the value of volunteering and actively recruited and trained volunteers from the Korean and Vietnamese communities. We organised 6 volunteer training sessions with 77 participants. Currently, 51 active volunteers (Korean) provide services such as senior group support and ACVVS/Connect Call. 3 leaders from Korean social groups and 1 volunteer from a Korean social group were nominated and received Volunteer Awards from both Ryde Council, Centre for Volunteering and Inner West Council in recognition of their contributions.
- Both teams started to introduce and promote the Aged Care Volunteer Visitors Scheme (ACVVS) for Korean and Vietnamese communities. The Service provided friendship and companionship through volunteer visits to seniors. During FY2024-2025, 11 trained

volunteers conducted a total of 221 visits. In particular, for the Vietnamese Team, it Expanded ACVVS operations with 24-27 active client-volunteer matches per month, resulting in over 500 visits across the year. The program also supported the 10th Anniversary celebration and volunteer appreciation events.

Korean Team

The Korean team actively promoted existing CASS programs and strengthened the organisation's image as a trusted multicultural welfare provider. These achievements were partially supported by some small funding from strong engagement with stakeholders. Key activities undertaken included:

- Conducted the project 'Cross-cultural Recipe Sharing' within the Korean, Chinese, Vietnamese and Indonesian communities, funded by the City of Ryde. The project fostered cultural connection and mutual understanding through the sharing of traditional recipes and food stories. We held 4 workshops, attracting approximately 100 participants.
- To support elderly people needing navigational assistance for aged care services, the MCSD Korean team provided the following services:
 - The CASS Care Finder service assisted 27 Korean seniors with their initial My Aged Care registrations.
 - The CASS Aged Care Connect Assistance (CACCA) assisted 65 Korean seniors with their initial My Aged Care registrations and application for assessment/ re-assessment.
 - The Connect Call Program supported 30 Korean seniors with the help of three trained volunteers.
- A total of 82 community events and information sessions were delivered to 2,995 Korean participants. These sessions covered a broad range of topics, including preventative health education, domestic and family violence (DFV) and gambling harm awareness, understanding and accessing aged care services, safe and confident use of digital technologies, and practical guidance for settling in Australia.
- Joint information sessions with the City of Ryde, Cost of Living Workshop, from 24 July 2024 to 24 August 2024, over four sessions with 115 attendees.
- CASS Social Welfare columns were published fortnightly in 3 local Korean media, with 22 stories released during the reporting period. Brief stories from each unit were collected and

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edited into columns, which were also published on Naver Café and in the CASS News weekly newsletter.

- Established 5 additional activity groups, including a Women's Empowerment group, Hornsby book club, Hornsby knitting group, Rhodes carers' group, and Hornsby art class. The MCSD team now supports 16 Korean senior activity groups with 270 participants in Meadowbank, West Ryde, Rhodes, and Ashfield. These groups are primarily led by members and volunteers.
- During this reporting period, we received 10 delegation visits from Korean government agencies, social welfare organisations and universities seeking briefings on the Australian welfare system. There was a total of 208 Korean visitors, and they provided positive feedback.
- The Korean Australian Community Services Advisory Committee we hosted continued to meet bi-monthly, and it consisted of 8 members, including a doctor, an ex-professor, journalists and specialists in community and welfare services.
- The MCSD Korean team was invited for SBS interviews almost monthly, covering topics such as How to Apply for Age Pension, including the walk-through of the form questions, Special Benefits, Cancer-related Health information, Low-cost Meals, Savings and Rebates, CASS Connect Call and ACVVS services, totalling 8 interviews.
- 4 medical columns were published in July and October 2024 in five Korean media outlets, as part of a joint effort between CASS and the Korean Australian Medical Society (KAMS). The titles of these columns are as follows: '7 Government-recommended Disease Screening Programs in Australia', 'Pre-surgery preparation and procedure: Checking for underlying conditions, fasting instructions. etc.', 'Dementia', 'Medical advice: An effective collaborative relationship between the patient and healthcare provider is crucial for achieving the best outcomes.
- To promote CASS, we uploaded over 1,680 posts on various social media platforms, having a total of over 1,720 (Korean 1,127 followers) followers, including 561 posts on CASS Korean Facebook, 687 posts on CASS Naver Café, 262 posts on CASS Vietnamese Facebook, and 20 videos on the YouTube (Korean) channel.

- Between July 2024 and June 2025, the CASS Weekly Newsletter was published 46 times, with issue numbers ranging from 114 to 160. The newsletter was issued every Friday and was made available online via the CASS Naver Café and the official CASS Korean Facebook page. In addition to its digital distribution, the newsletter was also displayed at the CASS Ryde Community Services Centre and seven local businesses in the West Ryde area. It served as a key communication tool to promote CASS events and to inform residents about the organisation's programs and activities.

Vietnamese Team

The MCSD Vietnamese Team continued to demonstrate a strong commitment to supporting Vietnamese seniors, migrant women, and newly arrived communities through culturally responsive services, education, and community engagement. Throughout FY2024-2025, the team successfully delivered a diverse portfolio of programs, expanded strategic partnerships, and significantly increased both community participation and public visibility. The following summary outlines key achievements for the year:

- Empowering Women through Digital Literacy and Job Readiness: Successfully delivered the Digital Sisters project, supporting 52 women from Vietnamese, Indonesian, and Korean communities, and the Future Ready project, with 15 Vietnamese women participating in 6 workshops. Both initiatives equipped migrant and refugee women with essential digital skills and employment readiness training, supporting their integration and economic participation.
- Launch and Growth of Vietnamese Connect Call Program: Introduced in October 2024, the Connect Call program grew from 0 to 24 clients, with 529 wellbeing calls made by three trained Vietnamese-speaking volunteers, providing crucial social connection for isolated seniors.
- Community Education and Information Outreach: Delivered 55 information sessions and community events to a total of 2,844 Vietnamese participants, covering a wide range of topics including health awareness, aged care navigation, digital safety, legal rights, and settlement support.
- Aged Care Support Services – Care Finder & CACCA: Since launching in August 2024, over 100 Vietnamese seniors have received individualised support through Care Finder and

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CACCA services. Assistance included My Aged Care registration, Home Care Package navigation, and CHSP access.

- **Senior Social Engagement:** Continued facilitation of weekly Vietnamese senior social groups in Bankstown, Marrickville, and Cabramatta, engaging around 75 members through activities, cultural celebrations, health education, and group outings. Highlight events included the Mid-Autumn Festival celebrations in Bankstown and Cabramatta (September 2024), which welcomed participation from local Members of Parliament and Mayors.
- **Women's Social Inclusion Initiatives:** Soft-launched a Vietnamese Women's Social Group and an active Zalo community, now with over 30 members, providing social support, wellness tips, and access to relevant services.
- **Digital and Media Presence:** Strengthened online engagement with the CASS Vietnamese Facebook page growing to 515 followers and generating over 22,000 views monthly as of June 2025. During the FY2024-2025, the team published a total of 524 posts on the CASS Vietnamese Facebook page and 17 videos on YouTube (Vietnamese) channel.
- **Community Participation in Key Events:** Active involvement in major multicultural and aged care events including the Moon Festival, Aged Care Expo, Harmony Day, Lunar New Year, Recipe Sharing Workshops, and Job Fairs, showcasing CASS's role as a leading multicultural service provider.
- **Media and Communications:** Produced and aired 4 SBS Vietnamese radio interviews and several promotional videos to enhance public awareness of CASS services, with a focus on aged care access and community support.
- **Key New and Strengthened Partnerships:** In FY2024-2025, the Vietnamese Team significantly expanded its network by partnering with a diverse range of organisations to enhance service delivery and reach. Key partners included Sydney Local Health District, Southwestern Sydney Local Health District (SWSLHD), Multicultural Health Services, Legal Aid NSW, Sydney Water, Service Australia (Centrelink), MTC Australia, TAFE Campsie, Padstow Library, Sydney Community Forum, InvoCare/Po Fook Shan Memorial Park, Asian Women at Work, and Core Community Services. Media collaboration with SBS Vietnamese Radio amplified outreach, while support from Fairfield

City Council, Inner West Council, Canterbury-Bankstown Council, and the Good Things Foundation enabled successful project funding and delivery. These partnerships collectively strengthened CASS's capacity to deliver culturally responsive services to Vietnamese seniors, women, and migrants across Greater Sydney.

Indonesian Team

The CASS MCSD Indonesian Team commenced operations in May 2024 and has since shown consistent progress in supporting Indonesian seniors and newly arrived community members through culturally responsive services, education, and community engagement. Over the course of FY2024–2025, the team successfully delivered a diverse range of programs, forged strategic partnerships, and significantly increased community participation and public visibility. The following summary highlights the key achievements and milestones for the past year:

- **Community Education and Information Outreach:** the team actively worked to raise awareness within the Indonesian community in Sydney about the availability of social welfare services offered by CASS, including the conduct of 28 information sessions and workshops, reaching over 740 participants. Key topics included health awareness, navigating aged care services, digital safety, and legal rights. These activities have played a vital role in building trust and strengthening the connection between CASS and the Indonesian community.
- **Key New and Strengthened Partnerships:** To strengthen service delivery and broaden community reach, the team actively built partnerships and relationship with both government and non-government organisations. These included the Consulate General of the Republic of Indonesia in Sydney, North Sydney Local Health District, Services Australia (Centrelink), TAFE Bankstown, MAX Solutions, Perhimpunan Indonesia, City of Sydney, Rhodes Library, Indonesian Australian Senior Citizen Association with Care Finder (INASCA), Indonesian Women's Association of NSW Inc (IWINA), Kogarah Storehouse, Indonesian Business Council, and The Rock Indonesian Community. The team also maintained ongoing relationships with Randwick City Council and City of Ryde. These

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collaborations have enhanced CASS's ability to provide culturally responsive services, particularly to Indonesian seniors, and migrant families across Greater Sydney.

- Aged Care Support Services – Care Finder & CACCA: between January 2025 and June 2025, over 75 Indonesian seniors had received individualised support through Care Finder and CACCA services. Assistance included My Aged Care registration, Home Care Package navigation, and CHSP access.
- The Indonesian team has initiated a trial program aimed at fostering social engagement among seniors by developing a social group at the Rhodes Library. This initiative included English and Digital Classes, designed to support the social and practical needs of senior participants. The program has demonstrated growing interest, with initial participation starting with just four individuals and steadily increasing to twelve (the maximum capacity of the room).
- Digital and Media Presence: The Indonesian Team strengthened its online presence through consistent engagement on the CASS Indonesian Facebook page, which grew to 164 followers and generated over 1,500 views per month as of June 2025. Throughout FY2024–2025, the team published over 140 posts, sharing important updates, service information, and community activities. It has further enhanced outreach and visibility among Indonesian-speaking audiences.
- Community Participation in Key Events: Active involvement in major multicultural and aged care events including:
 - June & October 2024: Participated in the Pop-Up Community Hub hosted by Randwick City Council in Maroubra, engaging with local multicultural communities.
 - 2 October 2024: Supported Migrant Information Day at Rockdale Community Hall with information stall; event attracted over 300 attendees.
 - 27 November 2024: Attended the Demo Day & Networking Day organised by the Indonesian Consulate General and the Indonesian Trade Promotion Centre, fostering cultural and professional connections.
 - 11 March 2025: Indonesian and Korean teams attended and supported the City of

Ryde Community Volunteer Expo, alongside nine other organisations (e.g., TAFE, Stryder); event drew over 30 participants.

- Actively attended the Inner & Eastern Sydney Migrant Interagency (IESMI) meetings, regularly held by Randwick City Council, to collaborate with other service providers and strengthen regional support networks.
- Media and Communications: The Indonesian Team was featured twice in Indomedia, the leading and only dedicated Indonesian community media outlet in Sydney. The coverage highlighted our collaboration with IWINA and our efforts to introduce CASS services and Care Finder activities to the Indonesian community. These features significantly enhanced our visibility and helped strengthen connections with Indonesian-speaking residents, promoting greater awareness of available aged care and community support services.
- Volunteer Engagement and Support Services: Throughout the year, the Indonesian Team continued to promote the value and impact of volunteering within the community. As of FY2024–2025, we have engaged six active volunteers who contributed their time and skills across various service areas. Their support included assisting with office administration, providing hands-on help during senior group activities, and offering one-on-one assistance with form-filling and accessing services. These volunteers played a vital role in enhancing service delivery and strengthening community connections.

C. Corporate Services Directorate

1. Technical Support Services (TSS)

TSS continued providing a range of support services to various units of CASS during the year being reported to enable smooth operation, including:

- Conducted routine maintenance and emergency services to all buildings and equipment for properties owned or leased by CASS;
- Attended to day-to-day IT related problems encountered by staff members and setting up/configuring PC whenever new staff members came on board;

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- Managed the IT and telecommunication systems in CASS to ensure that the systems functioned smoothly and arranged remedial services promptly to minimise disruption to CASS normal services;
 - Regularly conducted cybersecurity simulation training and test for staff to improve staff awareness; Arranged purchases and upgrade of IT related equipment needed by the operation of CASS services;
 - Arranged necessary works to effect renovation plans of designated properties of CASS, applied grants when available for renovation, upgrading or capital projects as appropriate;
 - Represented CASS at Strata / Building Management / Plaza Deed committee meetings and other external meetings related to the functions of the TSS Unit; and
 - Managed the transport operation: maintaining the company fleet of vehicles for use by staff members and providing buses and drivers whenever and wherever required.
- permanent or fixed term staff members and 96 (11.4%) were casuals.
 - The number of full-time equivalent (FTE) staff was 549, as compared to FY2023-2024, the size of our workforce increased by 11%.
 - Among all staff members, 84% were female and 16% were male.
 - Among all staff members, 8% of them were at age between 18 and 30, 14% at age between 31 and 40, 29% at age between 41 and 50, 34% at age between 51 and 60, and 15% at age above 60.
 - Among all staff members, 8% possessed qualification of master's degree or above, 15% had a bachelor's degree, and 71% had other qualifications such as advanced diploma or certificate. 88% of our staff members obtained their qualifications in Australia, while the remaining obtained their qualifications overseas.
 - The total number of working hours paid to our staff members was about 1,063,259, an increase of 14% as compared to the previous year.
 - The average length of service for our staff members was 4.32 years. About 10% of the staff members had served for more than 10 years, 19% had served between 5 and 10 years, and the rest 70% had served for less than 5 years.
 - The total training hours of our staff members were about 7,078, giving an average of 8.41 hours per employee.
 - The overall turnover rate was about 18%, decreasing 2% from the previous year.

Capital Projects undertaken (including renovations works partly or fully funded by Government grants) during the period:

upgraded all work mobiles, fire alarm monitoring systems, lifts communication systems to 4G before Optus switched off the 3G network; set up Chinese channel TV programs for Asquith RACF; upgraded Window 10 in all work PCs / laptops to Window 11 before Microsoft stops supporting Window 10; refurbished & upgraded CELC kitchen and main foyer; upgraded CELC outdoor play areas, funded by Community Childcare Funding round 4; and funded by CBP23: upgraded CASS Peakhurst Day Activity Centre to operate Healthy Ageing Wellbeing Hub; re-painted and upgraded the audio-visual system in CASS Meadowbank Activity Centre; upgraded SLELC preschool's bathroom; replaced HELC flooring; and upgraded CASS Yagoona Elderly Hostel Activity Hall.

2. Human Resources Management (HRM)

During FY2024-2025, the staffing levels of CASS continued to grow in response to the increasing demand for services in the community, including:

- As of 30 June 2025, CASS employed a total of 842 staff members, of whom 746 (88.6%) were

3. Corporate Affairs (CA)

CA has a comprehensive scope of work, ranging from supporting the Board and Corporate Services Directorate of all entities of CASS to assisting any service unit as required to enable effective operations, business developments and implementations of new technologies. CA also leads the development and upkeep of corporate policies and all secretariat functions of the Company. The Corporate Quality Assurance (CQA) Team keeps monitoring the service quality of all community services provided by CASS. CQA team has successfully supported the Disability Service in passing the extension of the High Intensity Daily Support Audit through the delivery of targeted training and comprehensive policy reviews. Additionally, CQA team extended audit efforts to our newly built aged care facility in Asquith and

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worked in collaboration with Human Resources Team to deliver training at a corporate level.

Yagoona Elderly Hostel

Yagoona Elderly Hostel continued to provide affordable accommodation services to independent seniors to meet their urgent needs.

Kitchen Operations

- Our Kitchen continued to provide meals and snacks catering the needs of residents of our RACF in Campsie and Asquith. It also catered the needs of children attending CELC and HELC, our aged day care operations in Campsie and Peakhurst, and the residents of Yagoona Elderly Hostel, as well as meeting meal orders of staff members and volunteers. It also continued collaborating with Inner West Meals-on-Wheels and Ku-ring-gai Meals-on-Wheels supplying frozen meals to the customers in their catchment areas.
- The NSW Food Authority conducted an annual audit in October 2024 on our Kitchen in Campsie and an inaugural audit on the Kitchen in Asquith in June 2024. An 'A' grade was obtained for both kitchens.

Reception

- The Reception at the Head Office handled a total of 9,503 telephone enquiries in the year being reported. Among them, 3,760 (40%) enquiries were made on settlement services, 1,709 (18%) on aged care related services, 800 (8%) on CASS activities and information sessions, and 1,590 (17%) on miscellaneous matters or call transfers.
- The Reception also attended to a total of 3,763 walk-in enquiries, with 1,353 (36%) enquiries made on settlement services, 258 (7%) on CASS activities and information sessions, and 1,057 (28%) on referrals to CASS staff members or miscellaneous matters.
- The Reception at CASS RCSC handled a total of 540 telephone enquiries and 809 walk-in enquiries. Among all enquiries, 391 (29%) were made on general information about CASS, 197 (15%) on Korean settlement services, 174 (13%) on aged care services, 150 (11%) on CASS activities and information sessions, and 259 (19%) on miscellaneous matters.

4. Media Communications (MC)

The Media Communications (MC) Unit (was renamed from Promotions Unit on 16 June 2025). It

takes a holistic approach in coordinating public relationship activities on a large scale across various platforms, publications, and events to raise awareness of CASS and its services.

- In the reporting period, over 7,500 posts, consisting of videos, short reels and high-resolution photos were showcased across 18 CASS accounts on 12 different social media platforms. These platforms included Facebook, WhatsApp, LinkedIn, WeChat, WeChat Channel, RedNote, Naver Café, KakaoTalk, Viber, Instagram, Weibo, and YouTube.
- Two exclusive radio programs were launched on separate Chinese radio stations, delivering timely and useful community information to Chinese-speaking audiences.
- Publications of Chinese articles under the penname "Kending" has been ongoing with 52 articles being released in the reporting period.
- The unit has been managing all seven CASS websites, Google Business accounts and the design and production of promotional materials for other services units.

D. General Affairs

- A group of 15 delegates with medical background, led by the Director of General Office, Health Commission of Jilin Province, visited CASS as part of their training program on 19 September 2024. We provided a training session about aged care services in Australia to the group.

Signed in accordance with a resolution of the Board of Directors for and on behalf of the Board of Directors



Prof Stephen Li – Director



Mr Anthony Pang OAM – Director

Dated this 12th day of November 2025.