

# key

community group

# Annual Report 2024/25



Achieve anything..



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# Acknowledgement of Country

Key Community Group acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands on which we live and work. In particular, we recognise the Gumbaynggirr, Dunghutti and Yaegl peoples, whose lands are home to our offices and services. We pay our respects to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples in our communities.

Key Community Group is committed to supporting the education, employment and empowerment of Aboriginal and Torres Strait Islander peoples with disability. We strive to provide services that are welcoming, culturally safe, inclusive and respectful, and to work in partnership with communities to create meaningful opportunities for participation, employment and connection.



# About Key Community Group

Key was founded in 1991 by Chris Worboys who spent the next 3 decades transforming Key from a single disability employment program to an extensive community service offering first class facilities and programs developed to meet a wide range of needs.

**At Key, we offer genuine support, a sense of community, and true connection.**



Our services now reach from Yamba to Kempsey. Our team is more than 100 strong and we support more than 1200 people. Key is an Employment Service, an NDIS Provider and a Registered Training Organisation. We run a youth service, a community garden and a Social Enterprise Cafe. We are proud to be the largest locally run community organisation on the Mid North Coast.



# Key Community Group Service Area

We service the NSW North Coast from Yamba to Kempsey. This map includes our Key Community Group offices.



# Chair's Report

It is with great pride that I present the Chair's Report for Key Community Group for the financial year ending July 2025.

This year has been one of continued growth, resilience, and deepened impact across the communities we serve. Key Community Group remains firmly committed to its purpose of delivering high-quality, person-centred services, and I am pleased to report that we have strengthened both our operational capacity and our organisational culture over the past twelve months.

A significant highlight of the year has been the growth of our workforce. As demand for our services increased, we welcomed new staff across multiple programs and locations. This growth reflects not only the expansion of our services, but also our ongoing investment in skilled, compassionate professionals who share our values and commitment to supporting people in the community. Our staff are the backbone of the organisation, and their dedication continues to be instrumental in achieving positive outcomes for clients.

Throughout the year, Key Community Group has delivered a range of important initiatives and service improvements. These include strengthening internal systems, enhancing service quality and compliance, and continuing to build strong relationships with clients, families, partners, and funding bodies. Despite operating in a challenging and evolving sector, the organisation has remained focused, adaptable, and forward-looking.

On behalf of the Board, I extend my sincere thanks to my fellow Directors for their professionalism, insight, and unwavering commitment. The Board's collaborative approach and strong governance have been essential in guiding the organisation through another successful year. I am grateful for the time, expertise, and passion each Director brings to their role.

I would also like to make special mention of our Chief Executive Officer, Jodi Wood, whose leadership throughout the year has been outstanding. Jodi's strategic vision, dedication to staff and clients, and steady leadership have been central to the organisation's continued growth and stability. Her commitment to the mission of Key Community Group is evident in every aspect of the organisation's work, and the Board is deeply appreciative of her efforts.

In closing, I thank all staff, volunteers, clients, and stakeholders for their ongoing support and trust in Key Community Group. I look forward to the year ahead as we continue to build on our achievements and work together to create meaningful, positive change in the communities we serve.



**Chris Worboys**  
**Chair**  
**Key Community Group**



**Jodi Wood**

**CEO**

**Key Community Group**

# CEO Report

The period from July 2024 to June 2025 has been one of the most significant and demanding years in the history of Key Community Group. In more than two decades with the organisation, I have experienced many periods of growth and change, but the past twelve months have stood out for the pace of development, the scale of opportunity, and the level of uncertainty we navigated together.

This year also marked an important leadership transition. With the retirement of long-standing leaders Chris and John, and Michelle stepping back from her role, a new executive structure was established. Trudie and Nick stepped into executive leadership positions and have played a vital role supporting the organisation through a period of rapid change and growth.

Now in our second full year operating under the Key Community Group name, our identity as a broader community organisation continues to strengthen. What began over 30 years ago as a disability employment service has evolved into a multifaceted organisation delivering employment services, NDIS supports, youth initiatives and community programs across the Mid North Coast.

## Navigating Uncertainty

Throughout the year, a significant focus for the organisation was the preparation of a major submission for the Australian Government's new employment services program, Inclusive Employment Australia (IEA).

Disability employment services have been at the core of Key's work since its foundation, and the outcome of the tender will determine the future of a program that has supported thousands of people with disability into employment over many years.

Preparing the submission required an enormous amount of work and attention. Much of my own time throughout the year was dedicated to leading and completing this process while continuing to oversee the day-to-day operations of the organisation.

As we approached the end of June 2025, the outcome of the tender is still unknown. This has created a period of significant uncertainty for organisations across the sector, including Key.

In response, we made a conscious decision to strengthen and diversify the organisation's foundations. While the tender work continued, we also invested heavily in expanding our NDIS services and developing new social enterprises. This approach ensured that regardless of the outcome, Key would remain a strong and sustainable organisation capable of continuing to support our communities.



## Growth in NDIS Services

One of the most significant developments during the year was the rapid expansion of Key's NDIS services.

Over the past twelve months the program grew by more than 300 percent, supporting over 200 participants across the region and expanding to a workforce of more than 90 staff members.

This level of growth required extensive work across recruitment, onboarding, training and service coordination. More than 50 new staff members joined the NDIS team during the year, significantly expanding our capacity to deliver high-quality disability supports.

The success of this program reflects the dedication of our staff and the strong reputation Key has built within the disability services sector.

## Developing Social Enterprises

Another major focus for the organisation during the year was the development of new social enterprises designed to create employment opportunities for people with disability while also strengthening the long-term sustainability of Key.

In March 2025, Key partnered with Kempsey Shire Council to begin operating the Slim Dusty Centre Café, creating a welcoming community venue and a valuable training environment for participants.



This was followed by the opening of Key Café in Coffs Harbour on 3 May 2025, located at our West High Street headquarters. The café operates six days a week and features a purpose-built commercial kitchen.

Alongside these venues, Key also launched a mobile coffee van, further expanding our hospitality training and employment pathways.

These initiatives required significant work including facility design, construction, supplier agreements, licensing, staffing and the development of new operational systems. Already, participants have gained employment through these ventures, with many more undertaking work experience placements and hospitality training.

These enterprises represent an exciting new arm of the organisation and will continue to create opportunities for people with disability in the years ahead.

## Community Engagement

Community connection remains central to the work of Key Community Group.

Throughout the year we hosted and participated in numerous events and initiatives across the region. These included Youth Week activities, the 3-on-3 Basketball Tournament, the Coffs Coast Running Festival, the Jacaranda Festival, the Glitz and Glamour Ball celebrating International Day of People with Disability, and our Annual Charity Golf Day.

Across our sites we also hosted regular markets, community gatherings and awareness events including R U OK Day, Wear It Purple Day, and the World's Biggest Morning Tea.

These activities bring together participants, families, staff and the broader community, reinforcing Key's role as an inclusive and welcoming community organisation.

## Infrastructure and Partnerships

During the year Key continued to strengthen its infrastructure and community partnerships. At our Coffs Harbour headquarters we expanded community facilities and hosted several networking events with local service providers and allied health professionals, strengthening referral pathways and collaboration.

Strategic partnerships have also enhanced the sustainability of our facilities. A long-term lease agreement with STARTTS brought additional services onto our site while generating ongoing revenue for the organisation. Recreational facilities operated by Town Padel were also established on the property, activating unused space and increasing community engagement.

Planning also progressed on several future initiatives, including expanded facilities in Kempsey and new opportunities to support youth services within the Nambucca Valley.

## A Remarkable Team Effort

The achievements of the past year have only been possible because of the dedication, resilience and leadership of our staff.

Across employment services, NDIS programs, social enterprises and community initiatives, our team has demonstrated an extraordinary commitment to supporting people and strengthening our communities.

Managing such significant growth while continuing to deliver high-quality services requires a collective effort, and I am incredibly proud of what the Key team has accomplished together.

## Looking Ahead

As we reached the end of June 2025, Key Community Group stood at an important point in its history.

The organisation has grown significantly, diversified its services, and strengthened its foundations for the future. While uncertainty remains regarding the outcome of the employment services tender, the work undertaken throughout the year ensured that Key is well positioned to continue supporting our communities in new and meaningful ways.

I would like to thank our staff, participants, partners and supporters for their ongoing commitment to the work we do.

Together, we continue to build an organisation that creates opportunity, strengthens communities, and supports people to achieve their goals.



# Stories that Inspire



## Building confidence and community together

We're proud to celebrate an incredible milestone for one of our participants, Phoenix, who has started his new role as a Grounds Assistant at Coffs Coast Holiday Parks, supported by the City of Coffs Harbour.

Phoenix, who is nonverbal and lives with an intellectual disability, began work in March after months of preparation, teamwork and creative problem-solving. Through Key Community Group's Garden Work Experience Program, Phoenix built practical skills, confidence, and a strong work routine, preparing him for meaningful employment in the community.

When safety training requirements presented a challenge, our team and his employer worked together to find a flexible solution ensuring Phoenix could succeed safely and confidently in his new role.

Now, Phoenix is thriving, contributing to a team that values his enthusiasm, dedication, and positivity. His transformation has been remarkable, showing greater focus, pride, and happiness each day.

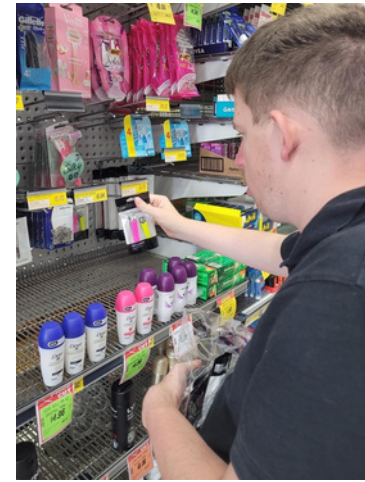
"Phoenix is one of the hardest working staff we have," says Steven Cook, Grounds Supervisor at Coffs Coast Holiday Parks. "He brings joy to everyone around him with his infectious smile. Key have been amazing in supporting Phoenix and working closely with our team on disability awareness, we're really proud to have him on board."

This partnership between Key Community Group, City of Coffs Harbour, and Coffs Coast Holiday Parks is a shining example of what's possible when inclusion is truly embraced. Together, we're creating workplaces where everyone can grow, contribute, and belong.



## Employer Engagement

We continued to strengthen partnerships with local employers, focusing on inclusive initiatives that create long-term opportunities for people with disability. We're currently in positive discussions with Bunnings around the launch of our new Grow & Go program - an initiative designed to provide supported work placements for people with disability. The program offers pre-placement training, on-site coaching, and tailored role matching, while also delivering disability awareness training for staff. If successful, it will provide participants with valuable work experience and open up new employment pathways within inclusive workplaces.



## Participant steering Committees: Driving change through Co-Design

In September, we launched Participant Steering Committees at all locations, providing a powerful platform for participants to influence the design and delivery of our services. Chaired by staff with lived experience of disability, these committees meet quarterly to share feedback directly with the Board, ensuring our programs align with participants' needs and aspirations.

**Making a Difference** An early success came when committee members shared that traditional interview rooms created anxiety for those with mental health challenges. In response, we commissioned participant artwork to make the spaces more welcoming and began offering outdoor appointments in our shaded gardens. This participant-led change resulted in an 8% increase in face-to-face engagement this quarter.

**Leadership Opportunities** The committees also provide participants with opportunities to develop leadership skills and gain governance experience. All participants can access our Certificate IV in Leadership and Management qualification, enabling them to not only contribute to shaping our services but also build their own confidence and leadership abilities.



# Staff Recognition



## NDIS Staff Member of the Year

### KI TAMPION

Ki embodies the essence of dedication and resilience in her role, which is undoubtedly one of the most challenging within our company. She tackles every task with an unwavering positive attitude and a commitment to excellence.



## DES Consultant of the Year

### PATRICK BOWER

Pat's unwavering dedication to transforming lives and going above and beyond to support participants is truly inspiring. Nothing is an issue, he has a positive attitude and an overall commitment to making a difference. Well deserved.



## Star Performer Award

### MATT DAVIS

Matt's exceptional achievements in securing meaningful placements and delivering outstanding outcomes for participants and Key has been nothing short of amazing. This is a reflection of your remarkable contributions.



## CEO Award for Excellence

### LACHLAN DICKSON

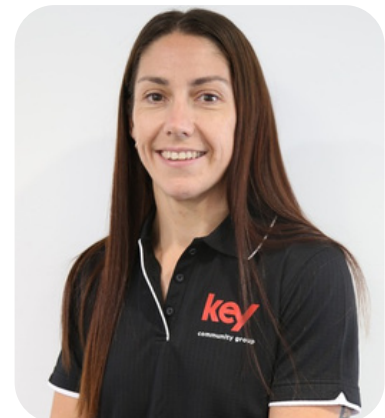
Lachlan has worked at Key for just over two years and in that time has achieved so much becoming an integral part of the Key Family. When he first started, he was supported full time by our NDIS team, now he not only works independently, but he also trains new staff.



## Players Player Award

### GEMMA BLYTH

Gemma has worked so hard this year in her new role and is always so willing to help others around her with any given task and does so with a smile and a lot of patience. Gemma is an asset to this company with her dedication, efficiencies and intelligence.



## Golden Goosebump Award

### Jess Kelly

Jess is a leader of her Kempsey team and a future leader of the company. She embodies everything this award was created for. She is committed with a passion and integrity and is always prepared to back it up with doing the work it takes to make us great.

# Financials

## Auditor's independence declaration to the responsible persons of Key Employment Association Limited

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2025, there have been:

- no contraventions of the auditor independence requirements as set out in section 60-40 of the Australian Charities and Not-for-profits Commission Act 2012 in relation to the audit; and
- no contraventions of any applicable code of professional conduct in relation to the audit.



David Gorman Partner

HQB Accountants Auditors Advisors Registered Company Auditor Number:

565079 Dated: 14 / 10 / 2025

13-15 Park Avenue, Coffs Harbour, NSW, 2450

## Statement of profit or loss and other comprehensive income For the year ended 30 June 2025

	2025	2024
	\$	\$
Revenue	9,320,014	8,417,632
Cost of sales	(72,640)	-
Gross profit	9,247,374	8,417,632
Finance income	139,925	148,585
Other income	104,462	168,932
Employee benefit expenses	(7,800,134)	(7,076,332)
Administrative expenses	(93,285)	(80,564)
Finance expenses	(4,113)	(7,812)
Rent expenses	(57,128)	(56,614)
Other expenses	(1,147,450)	(1,164,811)
Depreciation expenses	(248,458)	(358,046)
Amortisation expenses	(44,402)	(67,215)
Profit (loss) before income taxes	96,791	(76,245)
Income tax	-	-
Profit (loss) from continuing operations	96,791	(76,245)
Profit (loss) for the year	96,791	(76,245)
Other comprehensive income for the year, net of tax	-	-
Total comprehensive income for the year	96,791	(76,245)

## Statement of financial position

### As at 30 June 2025

Assets	2025	2024
Current assets	\$	\$
Cash and cash equivalents	681,921	864,897
Trade and other receivables	357,556	344,494
Other financial assets	2,526,342	2,592,158
Other assets	29,408	62,525
Total current assets	3,595,227	3,864,074
Non-current assets		
Property, plant and equipment	7,638,305	7,013,162
Intangible assets	21,163	28,217
Right-of-use assets	38,283	25,261
Total non-current assets	7,697,751	7,066,640
Total assets	11,292,978	10,930,714
Liabilities		
Current liabilities		
Trade and other payables	620,492	466,498
Employee benefits	414,351	393,982
Contract liabilities	29,859	-
Lease liabilities	19,132	25,744
Total current liabilities	1,083,834	886,224
Non-current liabilities		
Employee benefits	207,967	157,755
Lease liabilities	19,897	2,246
Total non-current liabilities	227,864	160,001
Total liabilities	1,311,698	1,046,225
Net assets	9,981,280	9,884,489
Equity		
Retained earnings	9,981,280	9,884,489



# Impact & Performance

Key Community Group continues to deliver strong outcomes for people with disability across employment services, NDIS supports, training and community programs.

## Disability Employment Services

Key's employment services program continues to support people with disability to prepare for, gain and maintain meaningful employment.

**827**

Participants supported through Disability Employment Services

**334**

New participants commenced with Key

**198**

Direct registrations (59.3% of commencements)

**172**

Participants placed into employment

**111**

13-week employment outcomes achieved

**101**

26-week sustained employment outcomes achieved

**216**

Employers partnered with across the region

# NDIS Services

Key's NDIS services continued to grow significantly during the year, supporting individuals with disability to build independence, develop skills and participate more fully in their communities.



**174**

NDIS participants supported

**3674**

Support hours delivered

**168**

New plan-managed participants supported



# Our Impact Since 2018

1,469

Participants placed into employment

1,112

Participants achieving 13-week employment outcomes

967

Participants achieving 26-week sustained employment outcomes

632

Participants achieving 52-week employment outcomes

## Training and Skills Development

Key has invested heavily in training and workforce development to support participants into sustainable employment.

40%

Participants completed a micro-credential course

425

Participants enrolled in Certificate III level qualifications

320

Participants achieving 13-week education outcomes

277

Participants achieving 26-week education outcomes

260

Australian Apprenticeships supported





# Quality and Participant Satisfaction

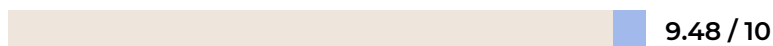
Key continues to maintain high standards of service delivery and compliance across all programs.

The organisation achieved full compliance in the 2023–24 Department of Social Services Quality Audit, exceeding expectations in several key areas including tailored assessments, staff training and employer engagement.

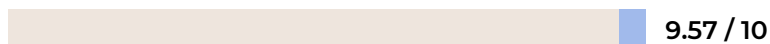
Key has also maintained full compliance with the National Standards for Disability Services since 2014, achieving the highest rating across all criteria in the most recent audit.

Independent client satisfaction surveys conducted by Jetty Research reported extremely high levels of satisfaction:

## Professionalism of Key staff



## The way Key treats participants as individuals



## Overall satisfaction with Key services



Participant feedback highlights the strong connection many people feel with the service, with one participant stating:

**“I come back to them because at other places you lose identity.”**

# Community Engagement

Key also provides financial support to a range of local organisations and events.

**\$50,000 was invested in community sponsorships and partnerships during 2024–25**

**Community organisations supported during the year included:**

- Coffs Harbour Rotary – Running Festival
- Coffs United Football Club
- One Mob Radio – Girrwa Festival
- One Community – Ready Set Connect
- Coffs Harbour Basketball
- Football Australia
- RISE Coffs Harbour
- Kempsey Shire Council – Glitz & Glamour / IDPwD Big Day Out
- Coffs Harbour Board Riders
- Camp Quality
- Cancer Council – Dancing with the Stars

These partnerships reflect Key's commitment to strengthening local communities and creating inclusive opportunities for people of all abilities.



Key remains strongly connected to the communities it serves, hosting and participating in numerous community events throughout the year. Events and initiatives included Youth Week celebrations, the Coffs Coast Running Festival, the Jacaranda Festival, International Day of People with Disability events, the Annual Charity Golf Day, and regular community markets across the region.

# 5000

Community members engaged through events and activities

# key

community group

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1300 539 562

[www.keycommunitygroup.com.au](http://www.keycommunitygroup.com.au)

