

ANNUAL REPORT

2020-2021

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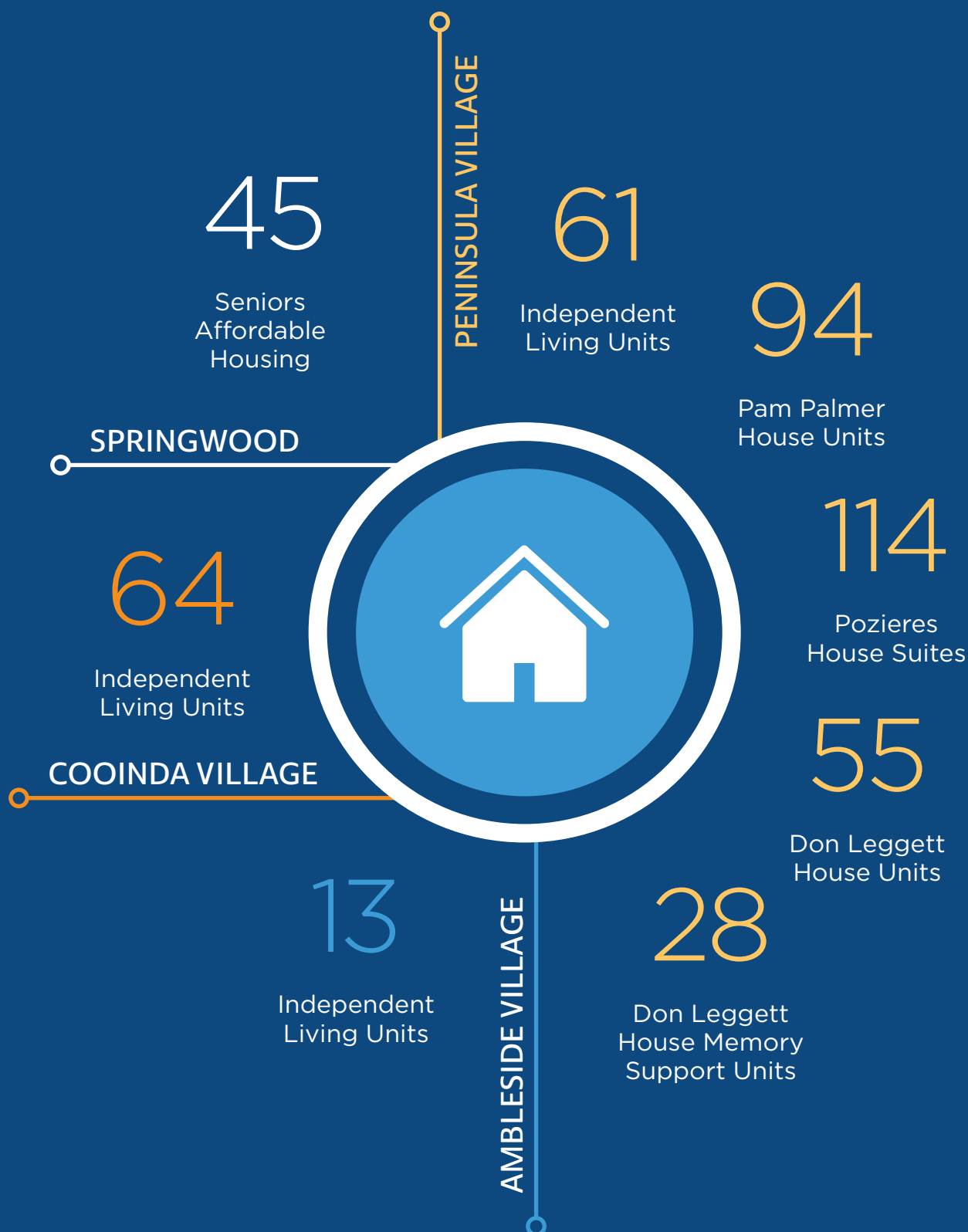
Your Life, Your Choice, Our Communities



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RESIDENTIAL STATUS



YEAR IN REVIEW

While the external environment has continued to be challenging during the 2020/2021 financial year, with ongoing restrictions at various levels having a continued impact on day-to-day life, Peninsula Villages continued to take the challenges in our stride, with new developments, new initiatives and a new CEO all having impacts on the year. The resilience, patience and good humour shown by the entire Peninsula Villages community in difficult times has been admirable, and we can look back with pride on the last year as one in which our community excelled.

We were thrilled to welcome our first residents to our newest ageing-in-place development, Pozieres House. Our new residential care facility has received extremely positive feedback from both residents, families and the aged care industry and we are proud that we are able to offer the community a further 114 state-of-the-art suites in an architecturally-designed residence, all nestled in landscaped grounds. Pozieres has already cemented itself as a premium ageing-in-place development offering residential care in a safe, supported and comfortable environment with serene surrounds.

This year, we were also pleased to open, Springwood Village, an affordable housing village specifically for seniors. Located in Ettalong, each unit is surrounded by lush tropical gardens. This development continues our commitment to address difficulties faced by our most vulnerable, and to invest profits back into the community we serve.

Despite the challenges that the year brought, our team continued to deliver unparalleled levels of care, working with diligence and selflessness in difficult circumstances, and staying true to our ICCARE values. While we recognise this excellence in our team and are proud of our organisation, this was formally recognised when we were announced as a finalist in the NSW & ACT Regional Achievement and Community Awards for the 2020 Prime Super Employer Excellence in Aged Care category.

Finally, while we bade a sad farewell to our outgoing CEO, Shane Neaves, who led Peninsula Villages admirably over the last seven years, we also welcomed our new CEO, Fred J. P. Van Steel, who took the reins in the latter part of the financial year.

From small achievements to organisational milestones, we hope you enjoy looking back at the year that was.



JULY/AUGUST 2020

- Peninsula Villages celebrates Aged Care Employee Day, asking residents to tell us 'All the Little Things' they love about the Peninsula Villages team.
- A special milestone is reached as Peninsula Villages welcomes the first of its residents to the brand-new Pozieres House, celebrating with champagne and beer on arrival.



SEPTEMBER/OCTOBER 2020

- Peninsula Villages is announced as a finalist in the NSW & ACT Regional Achievement and Community Awards for the 2020 Prime Super Employer Excellence in Aged Care category.
- As part of Dementia Awareness Week, Peninsula Villages accepts a generous donation from Woy Woy and Umina Rotary Clubs of 50 memory headsets to our memory care unit.



NOVEMBER/DECEMBER 2020

- Peninsula Villages celebrates Melbourne Cup in style, with a high tea and a special visit from our equine friends, Wellington and Primrose.
- Residents donate handknitted-with-love dolls, teddy bears, monkeys and a crocodile - along with other special gifts for the Peninsula Villages Christmas Giving Tree. The gifts are distributed to local families in need.



JANUARY/FEBRUARY 2021

- Residents at our Cooina Village are treated to a visit from local MP Liesl Tesch who presented the Village with a new Australian flag.
- Geoff Melville, a well-loved Director at Peninsula Villages, posthumously receives an Order of Australia Medal (OAM) in the General Division.



MARCH/APRIL 2021

- Our eldest resident Biddy, who is 104, is the first to receive the COVID-19 vaccine at Peninsula Villages. Other residents start receiving their first dose of the vaccine as well.
- Residents commemorate ANZAC Day with Rev Dr Peter Swain leading the ANZAC Day service in Pam Palmer House.

MAY/JUNE 2021

- Residents enjoy socialising with each other and connecting to the broader community through bus outings around the local area, including to Terrigal, Gosford and Tascott.
- Peninsula Villages holds a thank you lunch at Ettalong Diggers for all its volunteers, recognising their invaluable contribution to Peninsula Villages.



LIVE LIFE YOUR WAY

Our people are what binds our facilities together and makes Peninsula Villages a caring and comfortable home and family for our residents.

Across our independent living and care facilities, we are proud to share with the broader community why our organisation is passionate about supporting the life and choice of those who call Peninsula Villages home.





EDNA WOODHILL

Edna was born on the 23 June 1922. She is one of nine children. Her dad, Owen, was a teacher and her mum, Florence, was a housewife. The family lived in Penrith and Edna went to Penrith High School. She obtained her Intermediate certificate. She studied to enter the Air Force but ended up in the Australian Navy. She was a wireless operator at HMAS Hartman.

This is where she met her husband, Peter who was a permanent officer in the Navy. Edna and Peter married in 1942 and had four children, Ian, Kerry, Philip and Sandra. After Peter retired, he and Edna took an extensive tour of Europe in a motor home. They saw many wonderful things and made many friends. "A trip of a lifetime" she said. They then toured Australia also in a motor home. Another amazing trip! Sadly, Peter passed away in 2010. She still has all her memories though to see her through.

Edna has moved into Pozieres House as she knows she is now in need of assistance. Since Edna's arrival she has been slowly forging relationships by sharing the dining room at mealtimes

with some of the other new residents to the village. It is lovely to walk past the dining room at lunch time and see them all sitting together, in the lovely relaxed atmosphere, enjoying a meal and each other's company.

Before Edna moved into our community, she always had The Australian newspaper delivered to her each day.

We very quickly organised this for her to continue here and we collect the paper for her each morning and deliver it to her, along with a chat. Edna is always so appreciative of this simple gesture.

Edna is slowly venturing out to some activities. She particularly likes the music appreciation group and was happy to hear some genres of music other than classical as she said her husband was a very keen lover of "good" classical music, as is she, and played it all the time. However, she does love all the good old favourites from time to time.

RON BLAKE

Now 95 years old, Ron was born in Water Street, Auburn. Turning 14 years old, Ron worked as a milko helping his Dad, then got a job at the local grocers shop.

As a delivery boy, he balanced a basket of groceries on the handlebars of his bike. His next job was at Holbrooke Jam Factory. He carried heavy bags of sugar, learned how to peel melons, and to work with machines which cut tin to make into jam tins. After about 12 months there Ron settled on his main trade, that of a butcher, and Ron went to work for his mother's brother, who had a butcher shop in Ashfield.

When World War II came, Ron was called up into the Armed Services. He joined the Royal Australian Air Force, and was trained to be a flight rigger and mechanic, serving aircraft. In 1946, whilst still in the RAAF, he got married to the love of his life Betty in a service at Ashfield Catholic Church. In time they had a son Ken and a daughter Lynette. Grandchildren followed, and Ron is currently blessed with seven great-grandchildren.

On being demobbed, Ron returned to his uncle's butcher shop at Ashfield and relearned his trade. He then worked for Barnes butcheries and finished up at one in Merrylands, becoming the manager there and then managing many other butcher shops. In retirement, he and Betty lived in Merrylands until she passed away at the age of seventy-nine. Ron moved to Parramatta then settled happily in our Village.



BEATRICE ADAMS

Peninsula Villages resident Beatrice "Biddy" Abrahams celebrated her 104th birthday on 24 February surrounded by friends that have become like family. She is the eldest member of Peninsula Villages' resident community.

While Biddy mostly keeps the wonder of her younger years to herself nowadays, she often reminisces about her time in the Women's Land Army – an organisation that was formed during the World War II to combat rising labour shortages in the farming sector. She refers to her time in the Women's Land Army as her life's biggest achievement.

It was following her service that she married her husband of 50 years, Eric, who passed away a few years ago. The newly-weds lived near the city where Biddy worked in the David Jones warehouse packing shelves – a skill that she has implemented into her daily life, taking great pride in her bedroom drawers being perpetually neat and tidy.

However, growing up in the Country meant that Biddy craved more space and freedom than was afforded to them closer to the city, and they moved to Umina in the early 80s where they enjoyed the sea-change and fresh air. It's these aspects of Peninsula Villages, namely the open gardens and abundant facilities, that Biddy loves the most.





THE WILLIAMS & DAWN MIELL

Following the opening of our Springwood Village community, Peninsula Villages was delighted to speak to many of the tenants who now call this community home.

Long-term Central Coast residents Lauren and Wayne Williams were two of the first tenants to move into the development, having rented privately just around the corner for many years. Complete with spacious living areas, solar panels and a quaint back garden with northerly aspect, the couple are enjoying their two bedroom home.

"It's just been so easy – right from the beginning, we moved straight in and haven't had to worry about anything," explained Lauren.

"Peninsula Villages was very accommodating to all our needs – everyone from the young lads installing the solar panels to the landscapers planting the trees along the front of the house, everyone is so friendly and helpful," added Wayne.

Dawn Miell, a friend of Lauren's from lawn bowls and now her new neighbour, is equally delighted to have moved into the Springwood Street development last year, citing that the location allows for her to enjoy all that the Peninsula has to offer.

"I enjoy lawn bowls, and the club is just down the road so a few of us can go up there regularly for a game," shared Dawn.

"We've formed a lovely community here where everyone waves good morning and looks out for each other each day – I couldn't be happier," she added.



CATH HOLMES



Cath was born and bred in the northern suburbs of Sydney. She grew up climbing trees, riding minibikes around her grandparents' bush property and sailing 16 footers with her Dad at Pittwater. In her later years she raised three children, produced and stage-managed various productions in community musical theatre along with acting, and discovered her calling working in aged care.

Cath moved to Woy Woy for a sea-change and to be closer to her Mum who lives in Lake Macquarie. Since then, she has rediscovered her love of boogie boarding, swimming, bushwalking, star-gazing, and long walks on the beach. She also adopted a rescue cat, Luna, so is definitely here to stay!

Her vision as Wellbeing Manager for Peninsula Villages is to foster a welcoming, vibrant and inclusive community of residents, families, friends, staff, volunteers and neighbours. She is passionate about Consumer Directed Care and is enjoying working with a team of like-minded staff.



STEPHAN BLANT

A third-generation French chef, Stephan brings both his heritage, fine dining background, and a touch of the Mediterranean to Peninsula Villages. Stephan trained with his father in Switzerland, before moving to Australia 10 years ago. After working across the country, he relocated to his wife's hometown of Umina to start their family.

Since being at Peninsula Villages Stephan has found it very rewarding to show his care towards our residents through his culinary art. He is proud of his unique approach and loves creating international experiences for our guests.



TRACEY CICHRA

Tracey has been working as a Care Partner at Peninsula Villages for around two years and can usually be found in the memory support units of Don Leggett House – her favourite place to work.

Tracey believes that her purpose in life is to always be giving back and is passionate about advocating for people who don't have a voice. It is her passion to assist all those she encounters to live their best life each day – a practice which is evident in the exceptional care she provides our residents. Further to her career role, she also loves to volunteer with community groups that assist the less fortunate, including the homeless.



SCOTTY EGGLESTON

Scotty is one of our newest Care Partners at Peninsula Villages. Scotty joined the team at the end of January this year, and has been working within our state-of-the-art facility Pozieres House, where he enjoys learning all the facets to his new role.

Scotty describes himself as cheeky, sharing that he loves to have a laugh and a joke. Residents have already picked up on this side of his personality, and clearly light up when they see him coming their way. It's this type of personal connection with others that makes Scotty a great fit for the Peninsula Villages team!

It's clear to all that he is passionate about the individualised care he provides for each resident, strives to give residents the care they deserve, and in his own words, "wants to change the face of aged care."

WELLBEING REPORT

Cath Holmes | Wellbeing Manager

The Wellbeing Team launched in July 2020 when Cath joined Peninsula Villages as Wellbeing Manager. Not long after, Judy, Maddy and Pat took on the role of Wellbeing Co-ordinators in each building, and valued team members came on board as Wellbeing Advocates. Our role encompasses more than just activities, and includes emotional and social support, liaising with residents, families, other departments and the community to meet resident choices and goals as well as bring creative ideas to fruition.

Our vision is to foster a welcoming, vibrant and inclusive community of residents, families, friends, staff, volunteers and neighbours. We are passionate about partnering with and supporting residents to live the life they choose in a meaningful and purposeful way, whatever that may look like. We value every individual's life story, and seek to celebrate and embrace the wisdom and experience each person brings to Peninsula Villages.

We are incredibly grateful to have the support of our volunteers, some of whom continued to partner with us during lockdown for various group and individual activities, as well as greeting visitors at reception, delivering the mail and taking online orders to residents' rooms. We truly appreciate their community spirit and dedication to enhancing each resident's quality of life.

Over the last year, COVID-19 significantly impacted our usual activity program and outings, and markedly increased the demand for Zoom, FaceTime, and Facebook Messenger calls. We were able to continue individual and group activities during the majority of lockdown, including happy hours, theme days, fundraising for charities, birthday parties, and exercises. We are grateful for an onsite café, gardens and kiosk for all at Peninsula Villages to enjoy.



SPECIAL EVENTS

July 2020 Christmas in July

Residents attended a Christmas in July Morning Tea in the Main Hall. Our very special guest Santa arrived and delighted the residents by handing out chocolates and posing for photos.



September 2020 Talk Like a Pirate Day

In order to spread some joy around the Village, the new Wellbeing Team got into the spirit of Talk Like a Pirate Day.

Dressing up for the occasion and encouraging residents to join in on the fun, the team collected donations for the worthy cause, Childhood Cancer Support.



December 2020 Christmas parties abound!

There were five Peninsula Villages Christmas parties in December! We were fortunate to be able to have live entertainment in all buildings which was a welcome treat.



February 2021 Valentine's Day

Residents in Don Leggett House created stained glass hearts for Valentine's Day and reminisced about love in all its many forms. Residents in all buildings enjoyed a special Valentine's Day high tea on the day.

March 2021 St Patrick's Day

An impromptu St Patrick's Day Happy Hour was celebrated with residents getting into the Irish spirit.



April 2021 ANZAC Day service

Rev Dr Peter Swain delivered a beautiful ANZAC Day Service.







CEMENTING OUR FUTURE

The 2020/2021 year saw Peninsula Villages delighted to complete two of its major building projects. Both the Pozieres House development and Springwood Village projects were launched in mid-late 2020 allowing the organisation to cement its future in offering a range of residential living options to local seniors.

Both of these wonderful new communities align with the organisation's strategic goal of meeting the demand of its residents and the local community moving forward and represent more than \$33 million of investment in residential aged care for the Central Coast.



POZIERES HOUSE

After significant planning, many months of construction and hard work from those involved, Peninsula Villages was delighted to officially open its doors to the new Pozieres House development in August of 2020.

Reiterating Peninsula Villages', reputation as a local leader in residential living, the development showcases an innovative approach to aged care for our area, with the building catering for up to 114 residents. The distinguishing features of Pozieres House include specialist aged, palliative and dementia care units all housed within separate households to ensure continuity of care between care staff and residents.

The design of this development took into consideration how Peninsula Villages can meet the consumer-directed care standards more effectively now and into the future, and this sentiment was one of the most exciting aspects of this particular project.

Each household is made up of 12 residents and the wings boast their own open area or balcony, a kitchen, dining and living area and a separate lounge.

In addition, each house embraces a person-centred approach and residents create their own daily rhythm filled with opportunities to enhance wellbeing, create connection with others and participate in activities with purpose, which all support individuality and choice. This highly flexible approach honours and respects residents' wishes, without compromising on quality of care.

This new building is the product of a fantastic vision from Peninsula Villages' board of directors, planners, hard work from the builders and, importantly, support from the local community. Not only is Pozieres House already proving to be a huge boost for our organisation, but also for the local economy and labour market, creating more jobs and ensuring Peninsula Villages can continue to keep up with the demands of our ageing community.

Peninsula Villages would like to thank the entire project team for their work in bringing this fantastic development to fruition:

- **Architecture & Design**
RZK Group
- **Construction**
Grindley
- **Interior Design**
B2 Property Solutions
- **Project Management**
Centurion Group

Unfortunately, the global pandemic and constant restrictions in relation to COVID-19 impeded the plans for a big opening event for Pozieres House. However, together with our team, residents and their loved ones, we were delighted to launch this occasion in our own special way last year.

Pozieres House is now home to 98 residents who, together with our team, are thoroughly enjoying their new home.



SPRINGWOOD VILLAGE

Just two months after residents moved into the new Pozieres House, Peninsula Villages was celebrating another milestone with the official completion of its affordable living project, Springwood Village.

Accommodating a total of 45 units, Peninsula Villages worked with IRV Modulares at Woy Woy to develop this new community of freestanding dwellings, set amongst a safe and secure community on Springwood Street in Ettalong.

The \$3.2 million Peninsula Villages development involved the placement of an additional 18 one and two bedroom dwellings that were all built for seniors compliance and ergonomically designed with disability access.

For some time, Peninsula Villages has been aware of the distinct gap in the residential living sector for seniors seeking affordable housing options and this project was the result of a vision to provide for this market.

As a profit for purpose organisation, Peninsula Villages is constantly focused on supporting local demand by undertaking projects that have social, environmental and community benefit and the Springwood Village project is an excellent example of this.

In the process of developing this community our organisation ensured that the dwellings met the requirements for seniors looking to rent yet maintain their independence in a safe and close-knit community.

Manufactured locally and off-site in order to minimise the impact and disruption to existing residents, the additional homes were craned in and located onsite with parking and landscaping adding the final touches to this seniors' community.

Springwood Village is now full and made up of more than 50 residents, with a waiting list for interested locals wanting to join the Village expanding regularly.

The last two years have not only proved challenging with Coronavirus, but the increase of home care packages and people choosing to live at home has resulted in the aged care sector looking to develop residential care facilities that will stand the test of time and meet the demands of the community well into the future.

Peninsula Villages is proud that together with a team of wonderful partners, Board members and senior management the organisation has developed a unique offering across both projects that will ensure we can remain a leader in our field. Peninsula Villages, across all its communities and assets, now offers a wide variety of residential living options across independent living and residential care.

LEARNING & DEVELOPMENT

Alana Hardman | Clinical Nurse Educator

The year 2021 commenced with hopes of a return to 'normal' operations for Learning and Development. Unfortunately, COVID-19 had other plans, and for Learning and Development our focus this year has once again been on infection prevention and control, and preparedness for a potential COVID-19 outbreak at Peninsula Villages.

New employees are taken through safe infection prevention and control practices and are assessed on hand hygiene, respiratory hygiene, cleaning shared equipment and the correct donning and doffing of PPE. They are also asked to complete the Department of Health's online COVID-19 education and are questioned on their availability to work should a COVID-19 outbreak occur. Existing employees receive frequent refresher courses on these procedures.

2021 has also seen the results of the Royal Commission and subsequent changes that affect the practice and documentation of care delivery. This includes the introduction of the Serious Incident Response Scheme and Restrictive Practices directives and guidelines.

With an accreditation due, Learning and Development is continuing with education that guides staff in the delivery of care and support to residents within the Aged Care Quality and Safety Commission Standards. Education topics covered include wound management, palliative care, pain assessment and management, skin care, neurological observations, medication management and protocols and evaluating pain, catheter care, ManAd adverse events, scabies, changed behaviours, nutrition & hydration, preventing pressure injuries, promoting healthy skin, making clinical decisions, post-fall monitoring.





MANUAL HANDLING

We are in the process of sourcing a Manual Handling program. This would be a three-year program which will ensure our staff provide safer, more personalised care for our residents and work in a manner which will reduce the risk of injuries to themselves.

MENTOR PROGRAM

At Peninsula Villages we endeavour to provide an environment where all can learn and grow. It is vital during the initial stages of employment for our new staff and trainees, that other staff actively support and mentor these new recruits.

In February 2021, the Learning & Development program facilitated a one-day Mentor Program.

All staff that complete our program receive iron-on badges for their uniforms to identify them to others as those who have completed the program and can effectively mentor new staff or students.





MANDATORY TRAINING

With the ongoing threat of COVID-19, a decision was made to continue mandatory training online throughout 2021. The mandatory training program is divided into four segments which are allocated to staff accordingly.

1. Core Mandatory training

This program consists of modules that are relevant to all staff and includes modules such as fire safety, manual handling, infection control, Serious Incident Response Scheme, Restrictive Practices and additional services. It also includes cultural diversity, LGBTI, responding to behavioural symptoms of dementia, privacy and dignity, and safe food handling.

2. Mandatory training for new staff

This program consists of modules for the new employee. It is part of the induction process that each new employee completes this education within three months of their orientation date. Topics include infection control, safe food handling, cultural diversity, responding to behavioural symptoms of dementia, PVL policy overview, customer service, WHS understanding your role and responsibilities, dementia, Serious Incident Response Scheme and restrictive practices.

3. Role-specific mandatory

This is education that is considered by managers to be necessary and may be as a result of an incident, a complaint or a change in guidelines and best practice. Examples of the modules for registered nurses include open disclosure, antimicrobial stewardship, pain and analgesics, vaccine and cold chain management.

4. Skill assessments

This is a series of questionnaires and observational checklists. Information is provided for staff to read and answer the questions. Using the checklists, a supervisor or RN observes and assesses the staff member completing the task accurately. The skill assessments are provided to new employees as part of their induction, direct care staff, registered nurses and wellbeing staff. Examples of assessments include measuring vital observations, identifying and responding to pain, recognising deterioration, care provision and rating risks.

MEDICATION & MEDSIG TRAINING

Care staff administer medications to residents, and Peninsula Villages provides a two-day education to familiarise, train and induct staff into our medication policy and guidelines. Topics include the rights of medication, how to dispense medication safely from blister packs and non-packed medications, crushing medication and the importance of reading the medication chart and completing thorough checks. Adverse reactions including anaphylaxis are discussed, as well as cytotoxic medication and witnessing S8 medication. Staff are provided with MedSig login details and are taken through the MedSig program that digitally guides staff in the administration of medications to residents, replacing manual signing charts.

FIRST AID & CPR

First Aid and CPR courses continue to be scheduled throughout the year when restrictions allow, with Peninsula Villages covering the cost of the course for existing employees. We continue our partnership with Express First Aid, with an average of four courses being held throughout the year.

PARTNERSHIP WITH TAFE - TRAINEESHIPS

This year we have placed students for work experience and employed some as trainees, as well as sourcing trainees externally for Cert III Individual Support. We have signed up 10 trainees for this qualification.

SBATs

In addition, we placed students at the end of year 10 and the beginning of year 11 from Brisbane Waters Secondary College, Narara High School and Terrigal High School. This year we selected three students to interview from this group, which resulted in employing all three students as new school based trainees (SBATs).

STUDENT PLACEMENTS

ET Program

This year, we partnered with ET Australia to run a Certificate III Individual Support onsite in our training room. There are two work placements within the course where they work on the floor with our staff and are buddied by our staff during these shifts. Our staff complete a Student Evaluation Form on all work experience students to enable us to make a decision as to who would be suitable potential employees.

Newcastle University

In 2020, our partnership with Newcastle University has continued and we will provide work experience opportunities for students from a variety of disciplines. These include:

- Third year Oral Health students
– *4 completed their placement*
- Second Year Nursing students
– *due to begin in November this year*



BOARD OF DIRECTORS



Jan-Maree Tweedie

**HONORARY
CHAIRPERSON**

MEMBER OF:

All Committees



Rosemary Neale

**HONORARY
VICE CHAIRPERSON**

CHAIRPERSON OF:

Care Governance

MEMBER OF:

Building



Linda Watts

**HONORARY
SECRETARY**

MEMBER OF:

Care Governance

Risk

Finance and Audit





Pam Palmer
**HONORARY
DIRECTOR**

MEMBER OF:

Care Governance

Risk



Darrell Pannowitz OAM
**HONORARY
DIRECTOR**

MEMBER OF:

Finance and Audit

Building



Chris Westacott
**HONORARY
DIRECTOR**

CHAIRPERSON OF:

Risk

MEMBER OF:

Finance and Audit



Wayne Dowdle
**HONORARY
DIRECTOR**

CHAIRPERSON OF:

Building

MEMBER OF:

Risk



Andrew Cordwell
**HONORARY
DIRECTOR**

CHAIRPERSON OF:

Finance and Audit

MEMBER OF:

Risk

*Appointed as Treasurer
29 June 2021*



Daniel Smith
**HONORARY
TREASURER**

CHAIRPERSON OF:

Finance and Audit

Resigned 28 June 2021



Fred J.P. Van Steel
**CHIEF EXECUTIVE
OFFICER**



Louise Clarke
**EXECUTIVE CARE
MANAGER**



Jackie Bennett
**EXECUTIVE OPERATIONS
MANAGER**





EXECUTIVE TEAM

The Peninsula Villages Executive Team ensures the effective day-to-day running of the for-purpose organisation as well as strategic planning for the future. With varied and experienced backgrounds, the Executive Team leads Peninsula Villages to be one of the most valued not-for-profit residential aged care providers on the Central Coast.

The guidance of the Executive Team is complemented by a diverse range of skills and knowledge from a highly professional team. With more than 300 staff, 80 volunteers and 450 residents, Peninsula Villages is one of the largest employers on the Peninsula. Together, this leadership team helps guarantee the success of the organisation and aims to ensure residents and team members get the support they need, when they need it.



CHAIRPERSON'S REPORT

Jan-Maree Tweedie | Chair, Peninsula Villages Board of Directors

The past year has been a challenging one, with many internal and external changes impacting both residents and staff.

The impact of COVID-19 has led to lengthy lockdowns and has meant that residents could not see their families and friends in the way that they would have liked to. Staff have endeavoured to facilitate contact with families, carers and friends throughout this difficult time. While business has not been as usual, the staff have been wonderful in trying to keep residents happy and occupied with activities and entertainment. I would like to take this opportunity to thank all staff for their outstanding commitment to the care and safety of our residents. Our volunteers have continued to support the staff and residents and provide a service we value.

There have been many organisational changes over the past twelve months. Our long-term CEO Shane Neaves retired and due to stay-at-home orders we were unable to give him a proper farewell. Shane's commitment to Peninsula Villages has been well



recognised over the years and he will be sorely missed. We also lost some senior staff, with Melinda Dempsey, the long-time Executive Care Manager, resigning, as well as Kate Jakins the Quality Coordinator. Our new CEO, Fred J. P. Van Steel took up this position in June after a handover from Shane. Louise Clarke has been appointed as the Executive Care Manager. Daniel Smith has resigned from the Board of Directors and I would like to thank him for his excellent work as Treasurer over the last few years. Andrew Cordwell has accepted the post of Chair of the Finance and Audit Committee.

The Royal Commission into Aged Care has released its findings with a significant number of recommendations which will take some time to implement. The opening of Pozieres House and the transition of residents from Jack Aldous House was completed, as was the Springwood Village development. In November, Peninsula Villages was a finalist in the Prime Super Employer Excellence in Aged Care Awards. In May, prior to lockdown, we were able to celebrate resident Eric Tweedale's 100th birthday.

Finally, due to the stay-at-home orders, we have not been able to have our usual visiting groups such as the pre-school children coming to visit, and I know our residents are missing these and other normal activities. I hope it will not be long before we can resume them again.

CEO REPORT

Shane Neaves | Retired CEO

The past year has been one of unprecedented events, not only in Australia but the world. We have all had to change aspects of our lives due to the impact of the pandemic.

Peninsula Villages has, during this pandemic, continued to be vigilant and caring towards others.

There is no doubt that the past twelve months have seen us navigate increasing regulatory, governance and risk obligations. For the Board and Management, a more flexible strategy needed to be adopted based on resident care, business growth and financial governance - all of which was achieved. With COVID-19, we have been the embodiment of adaptability, devising alternative and innovative ways to ensure we stay connected with our residents and their families, customers and staff. Well done.

This year has delivered many great achievements. Our ongoing commitment to the local community saw Peninsula Villages complete Pozieres House, a wonderful new building with a futuristic model of care design and a true asset to our community. Another project that gave me great personal pride was our affordable housing project in Springwood Street which has provided in total 45 units of affordable housing to our local seniors, meeting a great need now and into the future.

My immense thanks and appreciation to all my staff. You are certainly special and remarkable human beings. Your care and support of all residents and colleagues makes an impact every day. Thank you to all our residents and their families for your trust and engagement with us all. Thank you also to our volunteers, contractors and consultants. We appreciate your work every day. My sincere thanks to my executive team, assistant and managers for your leadership, support and camaraderie. To the Board of Directors, I appreciate your support and discussion throughout our journey.



It has been a great honour to work and lead this dedicated facility with a first-class team of experienced and caring staff. You are the finest! I wish you all well and I totally believe it is the people and community that make the dream a reality.

During my retirement, I will look back on my time with Peninsula Villages with fond memories.

Good Health.

CEO REPORT

Fred J P Van Steel | CEO



I have been both privileged and proud to join the Peninsula Villages family this year and have certainly enjoyed my time as CEO to date. I would like to take this opportunity to thank outgoing CEO Shane Neaves for his wonderful contribution to the organisation. He is an inspiration and achieved so much in his tenure as CEO. Many of his projects and accomplishments will remain in the Peninsula Villages' history books forever and he certainly left big shoes for me to fill. I am very honoured to have taken on this role and lead the organisation into the future.

Commencing my role in the late part of the financial year means that I have seen, from a distance, the wonderful achievements made in the last year at Peninsula Villages. Projects were completed and new facilities opened, and of course, we did all this while navigating a global pandemic.

Everyone knows the last 18 months have been tough. They have been challenging for all, but particularly testing for the health industry and our aged care sector. For our residents, many have not seen their loved ones in person for some time and we have not been able to open our

doors for tours or hold usual events, celebrations and gatherings. It has been another 'different' year, but we have come out on the other side as a more educated, connected and experienced organisation.

With COVID-19 adding increased pressure to an already challenging industry, the aged care sector is consistently having to adapt and change with the varying needs of the community. One of the first projects I was involved in was the agreement with Presbyterian Aged Care to assist them as they close their East Gosford community.



At the core of all decisions for Peninsula Villages, is the consideration as to what is best for our community and on this occasion, we wanted to ensure that these residents and staff were able to relocate collectively as part of the same family unit. We were delighted to be able to relocate their care residents and staff within Pozieres House and these new faces have brought about some fantastic new stories and backgrounds, which we are enjoying every day. This agreement with Presbyterian Aged Care was a unique project locally, where a community-focused organisation has put up its hand to assist another, and we are extremely proud to have taken this leap to expand our family.

Other achievements of note in the past twelve months have included the completion of Pozieres House and Springwood Village developments. These are two very worthy projects for us as an organisation, but also for the community as they offer housing options, of all varieties, for our ageing locals. We look forward to continuing to see these communities thrive.

I would also like to recognise and thank our wonderful team. It is not easy, day in and day out putting on a brave and happy face to care for our residents, particularly during unprecedented times. From entertaining everyone,

to helping communicate with loved ones, inspiring residents to learn new skills, continuing to offer delicious meals, fresh laundry, keeping everyone moving and everything in between – it is our people that makes us who we are, and you've excelled in every field.

I pay homage to the leadership, dedicated and tireless work of our board of directors, its committees and the past work of Shane and his executive. I look forward to continuing that work. As I take over the reins, I pledge my uncompromising commitment to our values embedded in ICCARE, a single-minded focus on our workforce through the establishment of individual career paths, staff development across the organisation, and the empowerment of our employees in every aspect of their work. All of this will be focussed on delivering the opportunity for our residents and staff to maximise their individual human potential by creating a leadership culture focused on the development and well-being of all of our people. This leads to better performance for our organisation and the residents, families and communities we serve.

For me as the new CEO, I am proud to have commenced this role with optimism in sight and I look forward to continuing to lead Peninsula Villages as an innovative and leading care organisation on the Central Coast.



OPERATIONAL REPORT

Jackie Bennett | EXECUTIVE OPERATIONS MANAGER

Louise Clarke | EXECUTIVE CARE MANAGER

This has been another very busy year for Peninsula Villages.

This year has been particularly challenging due to COVID-19. It has been difficult to navigate the expectations by government departments placed on staff, residents and relatives to ensure the safety and wellbeing of all. We would like to thank all stakeholders for your patience and we appreciate the work that has gone into adhering to the requirements related to COVID-19.

This year we have said goodbye to our CEO Shane Neaves and our Executive Care Manager Melinda Dempsey. We would like to take this opportunity to wish them both all the very best for the future and welcome our new CEO Fred J. P. Van Steel and our new Executive Care Manager Louise Clarke.

The catering team has again received an A rating from the NSW Food Authority. Our Food Services Manager, Stephan Blant, and his team have introduced an alternative menu and dining times are more flexible than they have ever been.

Our kiosk continues to deliver a high-quality service to staff, residents, family and friends.



The domestic/laundry services team is led by Neil O'Malley and delivers services on a daily basis at exceptional levels. The focus of these services is always on the consumer.

The maintenance and grounds staff continue to maintain our Villages, as well as having an involvement in the capital works.

We would like to thank our wonderful admin team. They are the quiet achievers of the organisation and do a great job in supporting the managers and our consumers.

The facility managers and care staff continue to provide our consumers with choice and flexibility and take pride in giving our consumers the best experience they can have whilst living with us at Peninsula Villages. We also cannot forget the incredibly important roles of roster clerk, ACFI and the Wellness Centre teams. A big thank you to all for your continued efforts.

The education department continue to promote the industry through traineeships, partnerships and best practice resources and education for our staff.

Thank you to our sales team for their enthusiasm and drive to ensure our elderly community consumers have a smooth transition to their new home in Peninsula Village.

A special thank you to the wonderful volunteers for their commitment and dedication to our residents. Without the help that you willingly give our consumers they would not be able to enjoy the lifestyle that they have.

Lastly, thank you to the residents and families for your patience, feedback and participation in this community we call home. Without you, we have no home or the ability to make these wonderful improvements.

Louise Clarke (Executive Care Manager) and Jackie Bennett (Executive Operations Manager) would like to thank the Board of Directors and our CEO for their ongoing support and vision for the organisation. To our wonderful staff we would like to take this opportunity to thank you for the commitment and dedication you all show each and every day, particularly during the COVID-19 pandemic. Together we all make Peninsula Villages a wonderful part of our community.





RISK OVERSIGHT COMMITTEE

Chris Westacott | Chairperson, Risk Committee

The last 12 months have been a challenge for us all, and on various levels have increased the number and severity of risks facing Peninsula Villages.

Last year, we celebrated the opening of Pozieres House and the completion of the Springwood Village social housing project, and whilst both projects were managed well by the organisation, the challenges relating to the COVID-19 pandemic took the management of risk to a new level.

However, despite the gloom and doom associated with the pandemic, over the last year we have been able to keep Peninsula Villages COVID free, and although with many restrictions, we have also been able to keep our residents and families in touch with each other and safe. This occurred due to the tireless efforts of our management and staff and importantly, the cooperation, tolerance and commitment of our residents and staff to the single focus, “keep everyone safe”.



The Board Risk Committee met twice this year to review and monitor the Risk Management Framework and to ensure that it includes due consideration to new and emerging risks. At these meetings, we have also reviewed our Risk Appetite and all the supporting Risk Management Policies and Procedures.

At our last meeting, the Committee decided to undertake a full review of our Risk Management Plan to determine the appropriateness and effectiveness of our risk management and mitigation strategies, plus identify emerging risks for future actions.

It was also felt by the Committee that overall, whilst we had managed the raft of risks well to date, the changing risk environment warranted a deeper examination.

One area identified was Information Systems and Cyber Security threats. The challenges arising from COVID-19, and the world's response to the pandemic, have demonstrated the need for increased diligence in this area. Whilst much of this work has already been completed, further work will be required during the next year to ensure that our systems remain safe and fit for purpose, so that we can continue to deliver quality services and support for our residents, clients and staff.

I would like to thank my fellow members, Pam Palmer, Linda Watts, Jan-Maree Tweedie, Wayne Dowdle, Daniel Smith, as well as management and staff for their contributions.



CARE GOVERNANCE COMMITTEE

Rosemary Neale | Chairperson, Care Governance Committee

The Care Governance Committee is a subcommittee of the Board of Directors of Peninsula Villages.

The purpose of the Committee is to assist the Board to meet its responsibilities for the quality of clinical care provided for each of the residents of Peninsula Villages. Of the six committee members, four are registered nurses.

The Committee monitors:



the integrity of Peninsula Villages' care and quality reports, controls and procedures;



the appropriateness and effectiveness of Peninsula Villages' Care and Quality policies and processes;



compliance with the Aged Care Act and Aged Care Quality Standards;



accreditation audits by the Aged Care Quality and Safety Commission.

One of the most important functions of the Committee is the regular monitoring of the Clinical Performance Indicators, a set of significant clinical markers and audit outcomes to ensure that Peninsula Villages delivers consistently safe and effective clinical care to all our residents.

The responsibilities of the Committee have increased with the changes in legislation required by the Consumer Directed Care model which enables residents to have control over their choices in care decisions, and the new Quality Standards, which include (a) antimicrobial stewardship; (b) minimising the use of restraint; and (c) open disclosure.

The ongoing COVID-19 pandemic has intensified the workload of our management and staff to ensure the safety and well-being of our residents during this very difficult time. The Care Governance Committee has been closely involved in advising and monitoring the important additional strategies required.

I wish to acknowledge the invaluable contribution of Members to the work and responsibilities of the Committee throughout the year, and also the hard work and commitment of our wonderful staff.





BUILDING COMMITTEE

Wayne Dowdle B.Surv. | Chairperson, Building Committee

Your Building Committee has been restricted in its meetings with COVID-19 continuing throughout the past year. The Building Committee has however, to a limited degree, been able to continue with existing programs, both in the Village and its other properties.

In the past year, Pozieres House was completed to be then commissioned and occupied in August 2020. At Pam Palmer House, work continued on the new main entry, pool and the Tea House community area. In Don Leggett House a new additional café was commissioned. Across the Village, planned work for several Independent Living Unit upgrades and conversions have been delayed by COVID restrictions for access by building trades.

Building upgrades at Cooina Village, which included roof replacement and new balustrades, were completed over the past year whilst Springwood Village was finished and is now fully occupied.

Your Building Committee is required to report to the Board not only on planned and existing works but on strategic and development options for both the Village and its other facilities and investments, for the benefit of the Village and its residents. Concept planning and design work is underway for the future repurposing of the various areas of the now vacated and expansive Jack Aldous House building, and the potential development options for the owned land areas on Pozieres Ave.







DIRECTORS' REPORT

Peninsula Village Limited is registered as a company limited by guarantee and not having a share capital under the provisions of the *Australian Charities and Not-for-Profits Commission Act 2012*. The Directors present the financial report on Peninsula Village Limited for the year ended 30 June 2021 and report as follows:

DIRECTORS

The names of the Directors in office during or since the end of the year are as follows. The Directors were in office for this entire period unless otherwise stated.

Jan-Maree Tweedie (*Chairperson*)

Rosemary Neale (*Vice Chairperson*)

Wayne Dowdle

Susan Leahy

Resigned 26 October 2020

Pamela Palmer

Darrell Pannowitz OAM

Daniel Smith (*Treasurer*)

Resigned 28 June 2021

Linda Watts (*Secretary*)

Chris Westacott

Andrew Cordwell (*Treasurer*)

Appointed as Treasurer 29 June 2021

PRINCIPAL ACTIVITY

The principal activities of the company in the course of the financial year were to provide care to ageing citizens, provide retirement living accommodation and affordable housing options to local residents on the Central Coast of New South Wales. There were no significant changes in the nature of the principal activities during the year.

MEETINGS OF DIRECTORS

A summary of Directors meetings held and attended is as follows:

	Eligible	Attended
Jan-Maree Tweedie	12	12
Rosemary Neale	12	11
Linda Watts	12	11
Andrew Cordwell	12	12
Wayne Dowdle	12	11
Susan Leahy*	4	4
Pamela Palmer	12	11
Darrell Pannowitz	12	11
Daniel Smith*	12	11
Chris Westacott	12	9

**Resigned during the year*

OPERATING RESULT

The net result of the company for the financial year was a surplus of \$963,687. The company is a not-for-profit entity and is exempt from the payment of income tax.

REVIEW OF OPERATIONS

Peninsula Villages continued to maintain and improve its residential aged care and retirement living revenues during the financial year which resulted in an overall cash surplus from operations.

MISSION

Our values centre around delivering what is best for each individual resident. We understand that it is your life and your choice, and our strong focus on community means that residents can be as involved or independent as they desire.

STRATEGIC INTENT AND VALUES

Peninsula Villages' values are reflected in our strategy direction and intention to be the pre-eminent leader in providing continuum of care for the benefit of our ageing population and their families in our community. Peninsula Villages prides itself on communicating our values and the delivery of these values in a real and meaningful way:

- I Integrity**
- C Community**
- C Compassion**
- A Accountability**
- R Respect**
- E Excellence**

Your life, Your Choice, Our Communities

Signed in accordance with a resolution of the Board of Directors:

Jan-Maree Tweedie Chairperson
Andrew Cordwell Treasurer

Umina, 27 September 2021



TREASURER REPORT

Andrew Cordwell | Chairperson, Finance & Audit, Treasurer

I have recently been appointed Chairman of the Audit and Finance Committee and Treasurer. It is an honour to report Peninsula Villages' sound financial position and result for the 2021 financial year. The COVID-19 pandemic made it an extremely challenging time but during the 2021 financial year we have successfully commissioned Pozieres House, finalised the expansion of Springwood Village and continued improving the quality of our services.

I would like to take this opportunity to thank Daniel Smith, the outgoing Chair of Finance & Audit, and Treasurer, for his years of service to Peninsula Villages in this capacity. He has maintained a steady guiding hand, steered and supported the Board and management with a confidently mapped course for the financials of Peninsula Villages.

STATEMENT OF FINANCIAL POSITION

At 30 June 2021 Peninsula Villages had invested \$112.2M in residential aged care facilities, independent living units and affordable housing which are significantly funded by \$82.6M in bonds and residential aged care deposits held on behalf of the residents.

Total assets are \$137M, total liabilities are \$98.1M and net assets are \$38.9M.

STATEMENT OF PROFIT AND LOSS

During the 2021 financial year:

- \$1M cash was generated from operating activities.
- \$15.7M was received from net accommodation deposits and entry contributions.
- \$6.2M was expended on capital works in progress.
- Revenue of \$29.7M including government subsidies and grants of \$18M was received.
- Salaries and employee related expenses totalled \$18.5M.
- Depreciation doubled to \$2.2M due to Pozieres House being commissioned.
- Financial assets improved by \$0.72M recovering their decline in value during the previous financial year.
- Expenses totalled \$28.5M.
- Net Covid expenses totalled \$0.19M
- A surplus of \$0.964M was generated.

Since the start of the COVID-19 pandemic, Peninsula Villages has incurred additional expenditure of \$0.78M in mitigating the intrusion of the virus to our residents and staff. Fortunately, the Government provided grants of \$0.69M to offset the costs.

For many reasons, COVID-19 is causing the occupancy levels of aged care facilities to decline. This trend, combined with the recent Royal Commission outcomes, are proving to be major financial challenges for the future. Nevertheless, Peninsula Villages' sound financial position and the implementation of our strategic objectives will continue to provide a quality, homelike environment for our residents, staff and community.

Following this report are the abridged audited statements of the financial position, profit and loss and cash flows.

I would like to thank the directors, executive managers and all staff for their continued efforts and support.

OUR PERFORMANCE

2020/2021

STATEMENT OF FINANCIAL POSITION

	2021 (\$)	2020 (\$)
ASSETS		
Cash, cash equivalents and other financial assets	10,079,848	2,859,037
Trade & other receivables within 12 months	2,277,061	861,225
Financial assets	11,991,896	15,948,647
Trade & other receivables after 12 months	-	1,515,009
Investment property	47,567,362	43,494,059
Capital works in Progress	393,417	31,149,080
Property, plant & equipment	64,637,898	33,640,504
Intangible assets	62,010	54,863
TOTAL ASSETS	137,009,492	129,522,424
LIABILITIES		
Trade & other payables	10,182,871	10,727,451
Borrowings expected to be paid within 12 months	3,501,036	7,450,000
Refundable loans expected to be paid in 12 months	14,405,398	18,154,863
Provisions expected to be paid in 12 months	1,520,933	1,612,075
Borrowings expected to be paid after 12 months	-	4,041,825
Refundable loans expected to be paid after 12 months	68,234,128	49,343,264
Provisions expected to be paid after 12 months	249,216	240,723
TOTAL LIABILITIES	98,093,582	91,570,201
NET ASSETS	38,915,910	37,952,223
FUNDS		
ACCUMULATED FUNDS	38,915,910	37,952,223

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

	2021 (\$)	2020 (\$)
REVENUE		
Revenue	28,708,714	27,474,731
Other income	976,558	368,268
TOTAL	29,685,272	27,842,999
EXPENSES		
Administration	(2,099,877)	(1,995,412)
Catering & food supplies	(1,367,381)	(1,298,147)
Cleaning & laundry expenses	(164,075)	(142,720)
Depreciation & amortisation	(2,226,582)	(1,054,132)
Insurance	(863,280)	(654,806)
Fair value loss on investment property	-	(1,132,054)
Finance costs	(342,431)	(225,294)
Maintenance costs	(522,958)	(704,249)
Non operating expenses	(210,259)	(280,851)
Resident & client expenses	(1,404,389)	(1,261,347)
Salaries & employee benefits	(18,539,293)	(17,229,167)
Utilities	(788,062)	(753,417)
TOTAL EXPENSES	(28,528,587)	(26,566,600)
SURPLUS BEFORE COVID-19 NET EFFECT	1,156,685	1,276,399
COVID-19 net effect	(192,998)	104,766
SURPLUS BEFORE INCOME TAX	963,687	1,381,165
Income tax expense	-	-
SURPLUS FOR THE YEAR	963,687	1,381,165
Other comprehensive Income	-	-
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	963,687	1,381,165

STATEMENT OF CHANGES IN EQUITY

	Accumulated Funds (\$)	Total (\$)
BALANCE AT 1 JULY 2019	36,571,058	36,571,058
Comprehensive income	-	-
Surplus for the year	1,381,165	1,381,165
Other comprehensive income	-	-
TOTAL COMPREHENSIVE INCOME	1,381,165	1,381,165
Transfers to / from reserves		
BALANCE AT 30 JUNE 2020	37,952,223	37,952,223

	Accumulated Funds (\$)	Total (\$)
BALANCE AT 1 JULY 2020	37,952,223	37,952,223
Comprehensive income	-	-
Surplus for the year	963,687	963,687
Other comprehensive income	-	-
TOTAL COMPREHENSIVE INCOME	963,687	963,687
Transfers to / from reserves		
BALANCE AT 30 JUNE 2021	38,915,910	38,915,910

STATEMENT OF CASH FLOWS

	2021 (\$)	2020 (\$)
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from customers & government	27,847,568	28,224,881
Payments to suppliers & employees	(26,829,665)	(26,537,466)
Donations & bequests received	98,624	2,155
Interest received	262,838	593,384
Interest paid	(342,431)	(225,294)
NET CASH FLOWS FROM OPERATING ACTIVITIES	1,036,934	2,057,660
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from sale of property, plant and equipment	573,757	-
Proceeds from sale of financial assets	8,448,095	8,537,466
Purchase of property, plant & equipment – residential	-	(359,648)
Purchase of property, plant & equipment – other	-	(99,573)
Purchase of capital work in progress – residential	(4,165,016)	(27,366,133)
Purchase of capital work in progress – other	(2,030,639)	(2,567,551)
Purchase of investment property	(668,419)	(21,953)
Purchase of financial assets	(3,753,256)	(8,357,874)
Purchase of intangible assets	-	(31,671)
Secured investment loan	-	(1,500,000)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(1,595,478)	(31,766,937)

STATEMENT OF CASH FLOWS (cont.)

	2021 (\$)	2020 (\$)
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds from borrowings	-	11,491,825
Repayment of borrowings	(7,990,789)	-
Proceeds from refundable accommodation deposits	30,143,223	19,562,937
Proceeds from refundable entry contributions	3,863,500	2,991,915
Repayment of refundable accommodation deposits	(14,892,735)	(19,975,840)
Repayment of refundable entry contributions	(3,343,844)	(2,024,254)
NET CASH FLOWS FROM FINANCING ACTIVITIES	7,779,355	12,046,583
NET INCREASE IN CASH & CASH EQUIVALENTS	7,220,811	(17,662,694)
CASH & CASH EQUIVALENTS AT BEGINNING OF PERIOD	2,859,037	20,521,731
CASH & CASH EQUIVALENTS AT END OF FINANCIAL PERIOD	10,079,848	2,859,037



REVENUE FOR THE YEAR WAS COMPRISED OF THE FOLLOWING COMPONENTS:

	2021 (\$)	2020 (\$)
COMPOSITION OF REVENUE		
Residential aged care	25,087,736	24,026,310
Other revenue	368,091	336,765
Retirement villages	1,756,880	1,725,945
Interest income	399,892	557,432
Rental income	1,096,115	828,279
TOTAL REVENUE	28,708,714	27,474,731
Other Income		
Net gain on the disposal of PP&E	258,446	-
Fair value gain in financial assets	718,112	368,268
TOTAL OTHER INCOME	976,558	368,268
TOTAL REVENUE & OTHER INCOME	29,685,272	27,842,999



PENINSULA VILLAGES

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Independent Living
Residential Aged Care
Memory Support Units
Respite and Palliative Care
Home Community Care
Social and Affordable Housing

