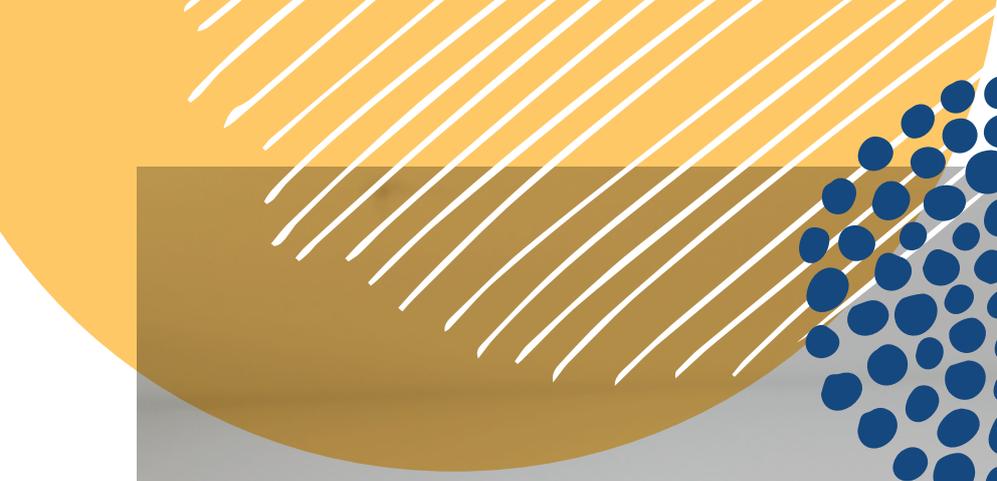


# ANNUAL REPORT 2021-2022





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# Our Family

## RESIDENTIAL

## STATISTICS



Peninsula Villages  
houses more than

450  
*Residents*

AMBLESIDE VILLAGE



13

Independent  
Living Units

SPRINGWOOD VILLAGE



45

Seniors Affordable  
Housing

COOINDA VILLAGE



64

Independent  
Living Units



**PENINSULA VILLAGE**

**61**  
**Independent Living Units**

---



**94**  
**Pam Palmer House**

---



**114**  
**Pozieres House Suites**

---

**55**  
**Don Leggett House Units**

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**28**  
**Don Leggett House Memory Support Units**

---



# YEAR IN REVIEW

## 2021



### JUL | AUG



Shane Neaves retired as CEO of Peninsula Villages and reflected on his time as one of the happiest and most satisfying periods in his professional life



With the Olympics in full swing, residents took part in a Peninsula Villages Torch Relay



Peninsula Villages celebrated its volunteers by holding a luncheon at Ettalong Diggers

### SEP | OCT



A new activity 'Let's Talk Travel' is introduced at Pozieres House with residents taking a trip to a new part of the world via 'Air Pozieres' each month to enjoy the destination's music, films, facts and traditional food and drink

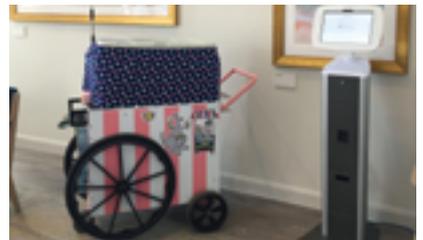


During lockdown, residents and staff Rock n Roll'd their way through the day with amazing costumes and their favourite old school hits

### NOV



Peninsula Villages' wellbeing team put on an amazing Art & Craft Exhibition showing off residents' talent and creativity



Peninsula Villages' maintenance magic man, Graham, was given the task to construct an ice cream cart and he did not disappoint

# 2022

## JAN | FEB



Peninsula Villages welcomed new CEO, Colin Osborne, who came armed with a wealth of experience



Residents of Pam Palmer House enjoyed baking days, whipping up all sorts of goodies

## MAR | APR



A Peninsula Village resident and former Wallaby, Eric Tweedale, was interviewed as part of The 100 Project, which celebrates the lives and stories of Australia's 100-year-olds



The Moove & Groove trial program was in full swing, and provided residents with an opportunity to engage in music, meditation and poetry

## MAY | JUN



Dr Crookes retired after 30 years of working as a visiting GP at Peninsula Villages



The residents at Pam Palmer House got together to create a fiddle quilt for the memory support units



Peninsula Villages hosted a morning tea to celebrate the graduation of ET Australia students who completed a Certificate III in Individual Support (Ageing)

# Our **STORIES**



RESIDENT AND VETERAN

ERIC TWEEDALE CELEBRATES

TURNING 101

On 5 May, one of our residents, Eric Tweedale, turned 101 and got the chance to sit down with *The 100 Project* to share his life story. The former Wallaby #336 has lived through World War II and the Great Depression but is most known for his career as a Wallaby, having accrued ten test-caps between 1946 and 1949.

Born in Rochdale, England in 1921, Eric emigrated to Australia in 1924 with his parents who were previously working in the Cotton Mills of England. At 15 he found Rugby Union and made his first-grade debut against Drummoyne.

Recalling his introduction to Rugby Union, Eric said, *“From the day I was born I was meant to be a sports person. I wasn’t a good student. I went and got a job with Anthony Horner’s that paid 12 shillings and threepence, which is just over \$1.30 a week,”* said Eric.

Joining the Royal Australian Navy during WWII, Rugby Union for both Eric and the world was forced to take a break, which ended up lasting eight years. Eric’s first night out at sea was on board the SS Iron Knight in a convoy of 14 ships. As a signalman, his role required using Morse code and flags to communicate between the fleets to ensure all ships sailed at the same time.

*“After the war I was delighted to be selected as a Wallaby for the 1946 tour of New Zealand. That tour was a challenge. After the war, half our team was made up of soldiers while the other was new kids off the block,”* added Eric.

Eric was then part of one of the most famous touring teams, the 1947-48 Wallabies, who did not have their line crossed in internationals against Scotland, Ireland, Wales and England. Stand-out performances saw Eric reach the pinnacle of his career when chosen for the third Wallabies tour to the United Kingdom and Europe. He played in four of the five Tests and was also honoured to be selected in the first-ever match for an international team against the Barbarians RUFC.

While Eric has long been recognised as the oldest living Wallaby, possibly the most incredible story is that of his reunion with his late partner Enid who also resided here at Peninsula Villages.

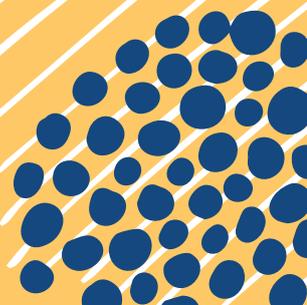
*“While sadly Enid passed last year, Eric and Enid’s remarkable tale is one that will live with us forever at the Village with two halves of a love story separated by more than 60 years,”* explained Peninsula Villages’ CEO, Colin Osborne.

Eric and Enid were engaged to be married in 1942 before Eric joined the navy and fought in WWII. During the three years he was serving, the pair

drifted apart and didn’t see each other for many years, both going on to lead separate lives and marry other people. One fortuitous day in 2004, Eric was asked to do a favour for a friend and meet a widow at Sydney’s Central Station and look after her for the day ahead of an RSL reunion.

*“I asked, ‘What’s her name?’ They said, ‘Enid Wagner, do you know her?’ Know her? I almost married her!”* Eric recalls.

*“So we’ve met at the big clock at Central Station and took on from there. Two years later, I lost my second wife Phyllis, and after some time we ended up together 64 years after we last saw each other.”*





# Our **STORIES**

## THE RISE OF THE NURSE

## PRACTITIONER IN AGED CARE

To combat post pandemic issues experienced in the aged care sector, we have been championing the role of a Nurse Practitioner at Peninsula Villages.

A Nurse Practitioner is a Registered Nurse with the experience, expertise and authority to diagnose and treat people of all ages with a variety of acute or chronic health conditions. They've completed additional university study at a master's degree level and are the most senior and independent clinical nurses in our healthcare system.

When Leanne Northrop started a career in nursing, she didn't realise it would become a passion. Now, holding the role of Nurse Practitioner at Peninsula Villages, she is seeing a real difference in her role supporting residents and helping to reduce hospital admissions and reliance on increasingly stretched local GPs.

We are one of only a few aged care facilities to have a full-time Nurse Practitioner onsite. With the Peninsula region currently experiencing a GP crisis, Leanne's presence has enabled us to continue to offer high-quality care to residents.

*"From our perspective, Nurse Practitioners in aged care are the future. If you have somebody onsite who's clinically trained to an advanced level and can help avoid unnecessary hospital admissions, it can take away pressure from the whole health system,"* explained CEO, Colin Osborne.

Relocated from Western Australia, Leanne has brought a wealth of experience to the role, having worked in rural and remote areas, supporting Elders and working within various health care settings.

*"In recent years, I have been a Nurse Practitioner in*

*residential aged care facilities and worked with WA Country Health. This was when I became an advocate for access and equity of health care for the elderly, as well as rural and remote people,"* said Leanne.

*"I am excited to have joined Peninsula Villages, bringing with me a keen interest in wound care, emergency care, aged care and chronic condition management. When the clinical and allied medical teams work with us and our residents to understand and manage illness and injury, the outcomes are remarkable,"* added Leanne.

Leanne reviews around 50 residents per week for chronic, palliative and gerontological assessment and assists our RNs. This has resulted in a reduction in transfers to hospital which is of particular importance.

# Our **ACHIEVEMENTS**

“We hear that all residents and staff have settled in well with many of the residents now enjoying the wonderful lifestyle that our community offers”



## ACCOMMODATING PRESBYTERIAN AGED CARE RESIDENTS

Peninsula Villages continued its commitment to supporting older aged locals and in late 2021 entered a transition agreement with Presbyterian Aged Care Gosford, following its closure.

Peninsula Villages negotiated to relocate 14 residents and 12 staff to Peninsula Villages' Pozieres House. This ensured that along with the residents, the valued staff were retained, and could continue caring for these residents and maintain family relationships.

Speaking with the families of these residents, continuity of care was important. We

were delighted we could accommodate these residents who have now become valued and integral members of the Peninsula Villages family.

*“We recognised that the closure of the Gosford Presbyterian facility would be unsettling and stressful for residents and staff,”* said Peninsula Villages' Chairperson Jan-Maree Tweedie.

*“We were pleased to step in and ensure a smooth transition for the staff and residents of this community to move into our newest development at Pozieres House.*

*“We hear that all residents and staff have settled in well with many of the residents now enjoying the wonderful lifestyle that our community offers, and many personally commenting on the magnificent meals – nothing like winning them over with fantastic food,”* laughed Jan-Maree.

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.



## POZIERES HOUSE

## DEVELOPMENT WINS AWARD

In February this year, Peninsula Villages' Pozieres House development built by Grindley Construction won a 2021 Master Builders Association Excellence in Construction Award. The Award is recognised throughout the industry as the hallmark annual event for the commercial, industrial and civil engineering sectors.

The \$30 million Pozieres House development showcases a unique aged care design not seen before on the NSW Central Coast. The distinguishing features included specialist aged, palliative and dementia care units, all housed within separate households to

ensure continuity of care between staff and residents.

*"The design of Pozieres House took into consideration how we can meet the consumer directed care standards now, and into the future, as well as showcasing the beautiful area and surrounds of our location,"* explained Shane Neaves, retired CEO of Peninsula Villages who led the project in 2019-2021.

The state-of-the-art residential aged care development was designed by RZK Group. It is made up of 111 one-bed premium rooms and three executive suites, all with private ensuites, and the building includes an onsite

beauty salon, café, theatre lounge room, activity space, physio and wellness centre, as well as consulting rooms for easy access to GPs and allied health professionals.

*"Pozieres House was born from a fantastic vision from our Board of Directors and was made possible by our planners, hard work from our builders, and, very importantly, support from the local community,"*

*"This MBA Award provides excellent industry recognition for the collaborative project that remains one of Peninsula Villages' biggest achievements,"* added Shane.

# Our **ACHIEVEMENTS**

## IN-HOUSE TRAINING PROGRAM

### PROVING THE ANSWER

The Australian population is getting older, yet people choosing aged care as a career is on the decline. At Peninsula Villages, we've taken the challenge in our stride by recruiting aged care assistants and up-skilling them internally through a customised training program. Earlier this year, we employed 10 new aged care assistants who have been offered the opportunity to enrol in an aged care traineeship and complete a Certificate III in Individual Support, all while working and building up skills on the job as assistants.

*"Let's face it, aged care doesn't come across as the sexiest career choice for students looking to pursue a career in health, but what is appealing is the prospect of a role within a sector that is in demand, matched with a provider willing to pave the way for candidates to gain on-the-job training*

*and qualifications at the same time,"* explained Peninsula Villages' Executive Manager of Quality & Organisational Development, Nicola Burton.

With the help of our extensive learning and development team, we've been able to develop an in-house training program specifically to support aged care assistants.

*"The aged care assistant role was designed to provide quick entry to aged care based on a person's passion and potential. The role focuses on freeing our care partners, allowing the assistants to deliver meals and laundry, gather equipment, spend time with residents who would like company and assist with wellbeing activities across our facilities,"* Ms Burton added.

As part of our employment program, aged care assistants undergo two to three full days of in-house training

followed by buddy shifts. Assistants are always working with another staff member as their role is designed to support staff to provide care, while they are undertaking their formal qualifications leading to a higher care role.

*"As one of the largest aged care facilities on the Central Coast, we have a fantastic resource system for staff to utilise to help them grow and flourish. As a charitable organisation, we offer salary packaging, which means a larger portion of a staff member's wages can be tax free, meaning that staff take home more pay than what they might working for a for-profit provider,"* said Ms Burton.

The role isn't only appealing to local young people, but many choosing to pursue a different career after the pandemic, one that is rewarding as well as empowering for our ageing community.

“As one of the largest aged care facilities on the Central Coast, we have a fantastic resource system for staff to utilise to help them grow and flourish.”



# People **PROGRESS**





# Our LEADERS

## BOARD MEMBERS



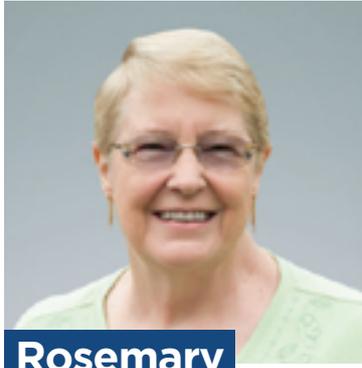
**Jan-Maree**  
Tweedie

**Honorary  
Chairperson**

---

**MEMBER OF:**  
All Committees

**MEETING ATTENDANCE:** 11/11



**Rosemary**  
Neale

**Honorary  
Vice Chairperson**

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**CHAIRPERSON OF:**  
- Care Governance

**MEMBER OF:**  
- Building

**MEETING ATTENDANCE:** 11/11



**Andrew**  
Cordwell

**Honorary  
Treasurer**

---

**CHAIRPERSON OF:**  
- Finance and Audit

**MEMBER OF:**  
- Risk

**MEETING ATTENDANCE:** 11/11





**Linda**  
**Watts**

**Honorary  
Secretary**

**MEMBER OF:**

- Care Governance
- Risk
- Finance and Audit

**MEETING ATTENDANCE:** 10/11



**Pam**  
**Palmer**

**Honorary  
Director**

**MEMBER OF:**

- Care Governance
- Risk

**MEETING ATTENDANCE:** 11/11



**Darrell**  
**Pannowitz OAM**

**Honorary  
Director**

**MEMBER OF:**

- Finance and Audit
- Building

**MEETING ATTENDANCE:** 8/11



**Chris**  
**Westacott**

**Honorary  
Director**

**CHAIRPERSON OF:**

- Risk

**MEMBER OF:**

- Finance and Audit

**MEETING ATTENDANCE:** 10/11



**Ralph**  
**Youie**

**Honorary  
Director**

*Commenced 06/22*

**MEETING ATTENDANCE:** 1/1



**Wayne**  
**Dowdle**

**Honorary  
Director**

*Resigned 06/22*

**CHAIRPERSON OF**

- Building

**MEMBER OF**

- Risk

**MEETING ATTENDANCE:** 10/11

# Our LEADERS

## 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 2022 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

**Pam Palmer**

**Darrell Pannowitz OAM**

**Linda Watts**  
Secretary

**Andrew Cordwell**  
Treasurer

**Chris Westacott**

**Ralph Youie**  
Appointed June 2022

**Wayne Dowdle**  
*Retired June 2022*

### 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.





## OPERATING RESULT

The company is a not-for-profit entity and is exempt from the payment of income tax. The net result of the company for the financial year was a surplus of \$6,224,672 (including a surplus from revaluation of real assets of \$6,348,461).

## 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 mission is to deliver 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**

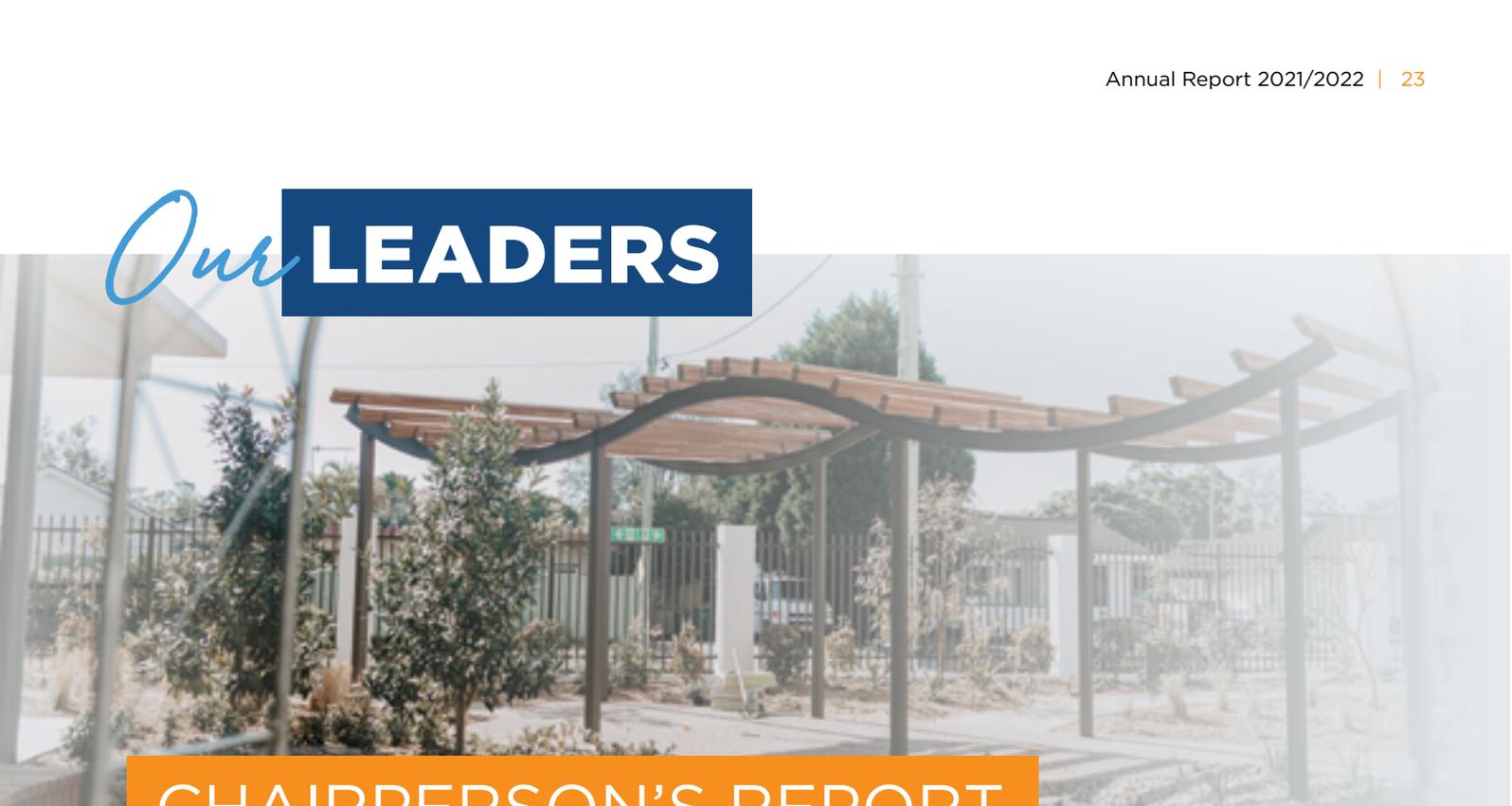
## Your Life, Your Choice, Our Communities

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

**Jan-Maree Tweedie** Chairperson  
**Andrew Cordwell** Treasurer

*Umina, 29 September 2022*





# Our LEADERS

## CHAIRPERSON'S REPORT

This year has been another of ups and downs due to the ongoing challenges posed by COVID-19. The lockdowns to parts of the Village due to the virus have been difficult for residents, staff, family and friends. The aim at all times has been to keep our residents safe.

The last year has been particularly difficult for our residents as, at times, they were unable to mingle and some activities had to be cancelled due to pandemic risks. The staff have worked extremely hard to keep the residents engaged as much as possible under difficult circumstances. Each day there have been staff shortages due to a number in isolation and replacements not being available. Even so, the staff have gone over and above by working overtime to cover the empty rosters and provide the standard of care required.

There have been some changes over the past year. We welcomed our new CEO, Colin Osborne, who commenced towards the end of last year. We also welcomed our new Nurse Practitioner, Leanne Northrop. Directors Darrel Pannowitz and Wayne Dowdell have both retired from the Board and I thank them for their contribution over the year. They will be sorely missed. Two new Directors have been appointed, Paul Quinn and Ralph Youie. The Board looks forward to working with these two gentlemen. I would like to thank the Directors of the Board for their ongoing contribution and dedication.

It has been my pleasure to Chair the Board and work with such committed individuals who generously volunteer their time.

On behalf of the Board, I would like to thank the staff and volunteers for the work they do, often under difficult circumstances. Without our committed staff and volunteers who embrace the values of the organisation, we would not enjoy the reputation that we do at Peninsula Villages.

**Jan-Maree Tweedie**  
Chairperson  
Peninsula Villages

# Our LEADERS

## CHIEF EXECUTIVE OFFICER REPORT

As incoming CEO in the last financial year, I have personally witnessed both the negative and positive aspects of leading the organisation in the COVID-19 period.

On the upside, Peninsula Villages has weathered the challenging environment with grace and positivity, embarking on new methods to employ, train and up-skill a tired workforce, while at the same time balance the care needs of our wonderful residents. The downside has witnessed enormous upheaval and disruption for our residents and their families, as well as our staff.

I am particularly proud of the way our residents, their loved ones and our team have come together to ride the wave of instability. From lockdowns to outbreaks, restricted visitation and varied levels of PPE, it has been a year of learning to adapt and thrive wherever possible.

My leadership as CEO of Peninsula Villages commenced in December of 2021. As a progressive community organisation that has

been driven by the passion from previous CEO Shane Neaves, I hope that I have continued this commitment and brought about a fresh vision for the organisation.

This year, the Board and management team developed our Strategic Plan and we are proud of the pillars that will lead the organisation through to 2025. With a strong focus on financial viability, governance, expansion and investment in our future, we are excited about the path ahead. This Strategic Plan was developed within the context of an aged care sector which is adapting to changes in consumer expectations, recommendations from the Royal Commission, and a financial crisis resulting from inaction and underfunding by successive federal governments.

Despite the various challenges experienced within the aged care sector, overall Peninsula

Villages has fared well during 2021/2022. We have built our workforce within a hugely difficult landscape. We have retained our residential offerings across affordable housing, independent living and residential aged care. We have celebrated birthdays, anniversaries, milestones and rejoiced in enduring well through outbreaks and illness. We have welcomed new faces yet sadly said goodbye to others. It has been a year of learning to be resilient.

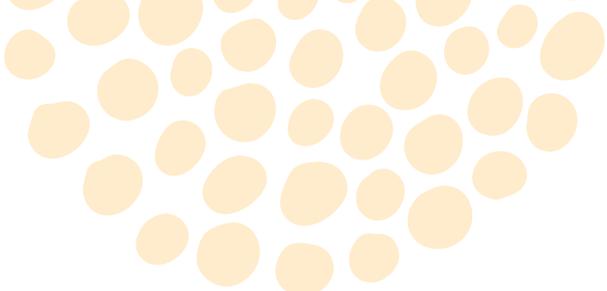
On behalf of Peninsula Villages, I thank each and every person for their patience, collaboration and understanding. We wouldn't be the organisation we are today without the unwavering support from our wonderful community. I especially want to acknowledge the outstanding staff at Peninsula Villages for the enormous commitment they have demonstrated throughout the year.

I am privileged to have been invited by the Board to lead this innovative, community-focused organisation and have been astounded by its dedication to being an aged care provider that breaks the mould when it comes to delivering care to its residents. I am looking forward to the months ahead and to driving our strategic vision for the coming years.

Best regards,

**Colin Osborne**  
Chief Executive Officer





# Our LEADERS



*Jackie Bennett*



*Nicola Burton*



*Louise Clarke*

## THE EXECUTIVE REPORT

The focus this year has again been COVID-19. Since the beginning of 2020, we were preparing for the onslaught of the pandemic. Although it affected us personally, we were fortunate at Peninsula Villages to escape any outbreaks.

In December 2021, we experienced our first resident case and a large number of staff who were unable to work due to the effects of COVID-19.

Since December, we have had regular exposures and are so thankful that we have been able to utilise Jack Aldous House for isolation, when necessary. We also appreciate the commitment of our staff.

At all times during a COVID-19 event, we have tried to balance resident safety with mental wellbeing and were pleased

to be able to introduce the partner in care program to ensure our residents were able to have visitors at all times.

This year, we welcomed Colin Osborne as our CEO and Louise Clarke as our Executive Care Manager. Jackie Bennett was promoted to the role of Deputy CEO/Chief Operating Officer. We also created a new position of Executive Manager - Quality and Organisational Development and welcomed back Nicola Burton to the role. This role has helped us with our preparation towards the Aged Care Quality and Safety Commission accreditation.

## OVER THIS PAST YEAR THE EXECUTIVE TEAM HAS:

- Worked with the Board and the Senior Leadership Team to create a strategic plan for Peninsula Villages
- Streamlined our governance system for the organisation
- Implemented targeted recruitment strategies, including the launch of complementary positions to support our existing staff and developing career pathways for staff and the community
- Supported our new Nurse Practitioner to integrate into Peninsula Villages
- Introduced a new alternate menu and snack menu available 24/7, as well as had an onsite nutritional assessment endorse our meal options
- Implemented a staff recognition program to recognise staff that go above and beyond
- Maintained regular and open communication with families throughout times of COVID-19 outbreaks and exposures.

## THIS YEAR THE EXECUTIVE TEAM HAS BEEN WORKING TOWARDS THE UPCOMING CHANGES IN THE INDUSTRY:

- A new funding tool for residential aged care (AN-ACC)
- Mandatory staffing minutes
- Star rating system
- A more focussed inclusion on allied health
- The fiscal challenges of aged care

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

We would like to thank residents and families for their support, feedback and participation in our Peninsula Villages' family.

The Executive Team would like to thank the Board of Directors and our CEO, Colin Osborne, for their ongoing support and vision. To our Senior Leadership Team, thank you for your ongoing commitment, drive and initiative. We are so proud to have you as part of our team. 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. We extend our thanks and appreciation to the Retirement Living Committees for your ongoing support and contribution. We would like to take this opportunity to thank our Resident Focus Committee - your input is valued. Together we all make Peninsula Villages a wonderful home for our residents and community.

### **Jackie Bennett**

Deputy CEO/Chief Operating Officer

### **Nicola Burton**

Executive Manager - Quality and Organisational Development

### **Louise Clarke**

Executive Care Manager



*From the*

## WELLBEING TEAM

We had an exciting start to the new financial year as we welcomed new Wellbeing Manager Linda Segrott to the team in July. Linda has worked in the aged care and disability sectors for over 15 years so brings a wealth of knowledge and experience to our team. We look forward to seeing what she and the wellbeing team achieve in the coming financial year, but for the remainder of this report, will focus on the financial year that was.

Reflecting on the 2021/22 financial year, one adjective springs to mind more than any other – challenging! COVID-19 and consequent lockdowns presented unprecedented challenges across the board, with our team and the greater Peninsula Villages community facing our fair share.

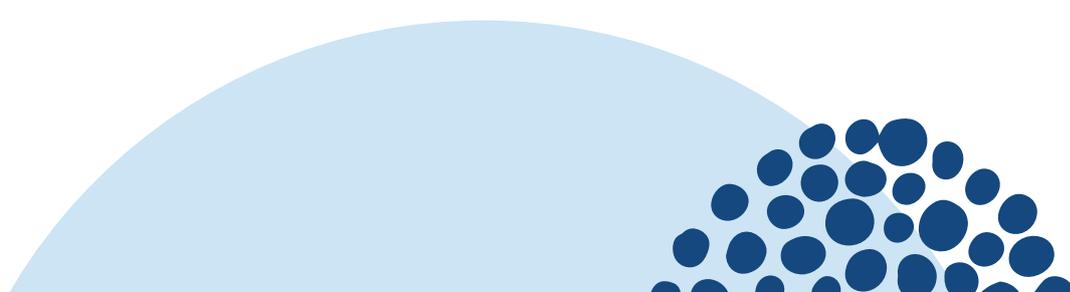
Despite this, we worked hard to provide as many activities as possible while adhering to the health guidelines and regulations in place at any given time. When we were unable to welcome visitors on site, we worked tirelessly to keep residents in touch with their families by running a busy Zoom roster.

To promote positivity among staff and residents, we made it our mission to organise as many activities and celebrations as possible throughout the year. From an Olympic torch relay and countless games, bus trips and concerts, to celebrations for every holiday, including Christmas, Easter, Bastille Day and everything in between, we had a lot of fun during the last financial year.

We are very grateful for all the staff at Peninsula Villages who worked hard and made sacrifices in their every day lives to ensure our residents remained happy and safe throughout the year. We would

like to extend this gratitude to our volunteers who offer their time to our residents and organisation. A special shout out to Gary Gilday and Annette Kelly who received finalist certificates for the Volunteer of the Year award.

Kind regards  
**Linda Segrott**  
**on behalf of the**  
**Wellbeing Team**



# Committees of

## CONFIDENCE

### CARE GOVERNANCE

### COMMITTEE REPORT

## 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 ten committee members, seven 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 wellbeing 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 our members to the work and responsibilities of the Committee throughout the year, and also the hard work and commitment of our wonderful staff.

**Rosemary Neale**  
Chairperson  
Care Governance Committee

# RISK OVERSIGHT COMMITTEE REPORT

The last 12 months, thanks to COVID-19, have continued to be a challenge for us all. However, despite the gloom and doom associated with the pandemic, over the last year we have been able to keep Peninsula Villages functioning, residents safe and our residents and families in touch with each other.

The Risk Committee met three times this year to review and monitor the risk management practices across the organisation. With a focus on establishing a Risk Management and Mitigation Plan, this would not only deal with known risks, but also identify new and emerging risks.

Specifically, we have looked at an Accreditation Action Plan. This activity was the result of a Mock Accreditation Audit being undertaken to allow the organisation to prepare for future accreditation visits to be undertaken by the

Aged Care Quality and Safety Commission. From a Risk Management and Mitigation perspective, the audit was a particularly valuable exercise as the Action Plan identifies a number of activities where we can not only improve operational practices, but put in place new policies and procedures that significantly minimise and mitigate risks to a variety of stakeholders including residents, their families, employees and the community in general.

Another major project undertaken by the Risk Committee during the year related to Cyber Security. This project has enabled the organisation to identify and implement new technology solutions to protect systems and importantly protect personal and private information of our residents and employees. The project involved replacing hardware and software and the development and

implementation of a range of policies and procedures to deal with Cybercrime issues, including Ransomware attacks. Whilst most 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 employees.

I would again like to thank my fellow committee members, Pam Palmer, Rosemary Neale, Linda Watts, Jan-Maree Tweedie, Wayne Dowdle and Andrew Caldwell, as well as management, in particular Nicola Burton and other members of her team for their significant contributions to the committee's work.

**Chris Westacott**  
Chairperson  
Risk Committee

# Committees of

## CONFIDENCE

### BUILDING

### COMMITTEE REPORT

Following the completion of Pozieres House, the primary focus of the Building Committee has been securing the purchase of Pozieres Avenue from Central Coast Council.

This has been an extremely protracted matter and, as at 30th June 2022, remains unresolved. Peninsula Villages has been actively pursuing this purchase from council for some years but various circumstances relating to the council have undoubtedly impacted on its progress.

Once the purchase has been completed, Peninsula Villages will be in a position to consolidate all of its properties, which constitute the campus of the village.

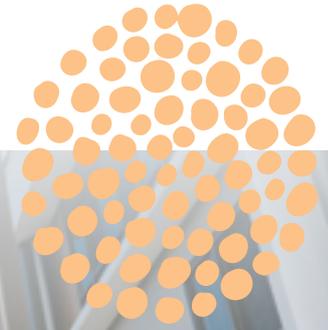
The next major undertaking in relation to property and development will be to compile a Master Site Development Plan study, which will guide future development and activity of the

village. This process was identified as part of the strategic planning exercises undertaken by Peninsula Villages in the early part of 2022 and it is anticipated that the study will commence prior to the end of the year.

Given that there are no current building projects being undertaken by Peninsula Villages, it has been determined by the Board that the Building Committee will be placed in recess until the next major project is initiated.

Best regards,

**Colin Osbourne**  
Chief Executive Officer



## TREASURER'S REPORT

During the year, COVID-19 pandemic related restrictions and the volatile economic conditions continued to negatively impact Peninsula Villages' operations. However, our resilience, together with efficient and flexible financial metrics, allowed Peninsula Villages to successfully navigate these headwinds.

During the 2022 financial year:

- \$1m cash was generated from net operating activities.
- Revenue of \$31.2m, including government subsidies and grants of \$19.4m, was received.
- Net increase in fair value investments and financial assets of \$5.8m.
- Salaries and employee related expenses totalled \$19.7m.
- Depreciation totalled \$2.6m.
- Cash and cash equivalents reduced to \$5.4m.
- Bank loan of \$3.5m fully repaid.
- Net assets totalled \$45.1m

Attached to my report are the abridged audited statements of the financial position, profit and loss, changes in funds and cash flows.

A significant challenge for the 2023 financial year is the introduction of the new government funding model. Peninsula Villages has budgeted for the upcoming changes but will need to closely monitor the full financial impact of the amendments.

Our team, alongside our residents, suppliers, and partners, remain critical to delivering Peninsula Villages' financial outcomes consistent with our objectives and strategic goals. With that in mind, I would like to thank everyone for their continued efforts and support.

**Andrew Cordwell**  
Treasurer

# OUR PERFORMANCE

## STATEMENT OF FINANCIAL POSITION 2021/2022

	2022 (\$)	2021 (\$)
<b>ASSETS</b>		
Cash, cash equivalents and other financial assets	5,430,248	10,079,848
Trade & other receivables within 12 months	1,378,942	2,277,061
Financial assets	15,121,996	11,991,896
Investment property	65,150,804	47,567,362
Capital works in progress	135,266	393,417
Property, plant & equipment	52,444,101	64,637,898
Intangible assets	40,776	62,010
<b>TOTAL ASSETS</b>	<b>139,702,133</b>	<b>137,009,492</b>
<b>LIABILITIES</b>		
Trade & other payables	16,816,723	10,182,871
Borrowings expected to be paid within 12 months	-	3,501,036
Refundable loans expected to be paid in 12 months	26,937,662	14,405,398
Provisions expected to be paid in 12 months	1,333,823	1,520,933
Refundable loans expected to be paid after 12 months	49,244,807	68,234,128
Provisions expected to be paid after 12 months	228,535	249,216
<b>TOTAL LIABILITIES</b>	<b>94,561,550</b>	<b>98,093,582</b>
<b>NET ASSETS</b>	<b>45,140,583</b>	<b>38,915,910</b>
<b>FUNDS</b>		
<b>ACCUMULATED FUNDS</b>	<b>45,140,583</b>	<b>38,915,910</b>
<b>TOTAL FUNDS</b>	<b>45,140,583</b>	<b>38,915,910</b>

## STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

	2022 (\$)	2021 (\$)
<b>REVENUE</b>		
Revenue	31,244,931	29,015,036
Other income	6,348,461	996,534
<b>TOTAL</b>	<b>37,593,392</b>	<b>30,011,570</b>
<b>EXPENSES</b>		
Administration	(2,065,197)	(2,099,686)
Catering & food supplies	(1,619,906)	(1,353,981)
Cleaning & laundry expenses	(170,588)	(177,475)
Depreciation & amortisation	(2,596,163)	(2,226,582)
Insurance	(1,091,965)	(863,280)
Fair value loss on financial assets	(599,382)	-
Finance costs	(293,020)	(342,431)
Maintenance costs	(675,621)	(523,149)
Net loss on disposal of property, plant and equipment	(11,651)	-
Non operating expenses	(182,184)	(210,259)
Resident & client expenses	(1,485,068)	(1,923,685)
Salaries & employee benefits	(19,707,694)	(18,539,293)
Utilities	(870,281)	(788,062)
<b>TOTAL EXPENSES</b>	<b>(31,368,720)</b>	<b>(29,047,883)</b>
<b>SURPLUS BEFORE INCOME TAX</b>	<b>6,224,672</b>	<b>963,687</b>
Income tax expense	-	-
<b>SURPLUS FOR THE YEAR</b>	<b>6,224,672</b>	<b>963,687</b>
Other comprehensive Income	-	-
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	<b>6,224,672</b>	<b>963,687</b>

## STATEMENT OF CHANGES IN FUNDS

	Accumulated Funds 2022 (\$)	Accumulated Funds 2021 (\$)
<b>BALANCE AT 1 JULY</b>	<b>38,915,910</b>	<b>37,952,223</b>
Comprehensive income	-	-
Surplus for the year	6,224,672	963,687
Other comprehensive income	-	-
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>6,224,672</b>	<b>963,687</b>
Transfers to / from reserves	-	-
<b>BALANCE AT 30 JUNE</b>	<b>45,140,582</b>	<b>38,915,910</b>

## STATEMENT OF CASHFLOWS

	2022 (\$)	2021 (\$)
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Receipts from customers & government	29,606,859	27,847,568
Payments to suppliers & employees	(28,417,588)	(26,829,665)
Donations & bequests received	8,235	98,624
Interest received	146,137	262,838
Interest paid	(293,020)	(342,431)
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	<b>1,050,623</b>	<b>1,036,934</b>

## STATEMENT OF CASHFLOWS CONTINUED

	2022 (\$)	2021 (\$)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Proceeds from sale of property, plant and equipment	-	573,757
Proceeds from sale of financial assets	10,418,418	8,448,095
Purchase of property, plant & equipment - residential	(216,858)	-
Purchase of capital work in progress -residential	(288,009)	(4,165,016)
Purchase of capital work in progress -other	(442,765)	(2,030,639)
Purchase of investment property	(421,981)	(668,419)
Purchase of financial assets	(14,147,900)	(3,753,256)
Secured investment loan (net movement)	1,561,112	(7,990,789)
<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>	<b>(3,537,983)</b>	<b>(9,586,267)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Repayment of borrowings	(3,501,036)	-
Proceeds from refundable accommodation deposits	39,258,572	30,143,223
Proceeds from refundable entry contributions	1,856,852	3,863,500
Repayment of refundable accommodation deposits	(37,128,114)	(14,892,735)
Repayment of refundable entry contributions	(2,648,514)	(3,343,844)
<b>NET CASH FLOWS FROM FINANCING ACTIVITIES</b>	<b>(2,162,240)</b>	<b>15,770,144</b>
<b>NET INCREASE (DECREASE) IN CASH &amp; CASH EQUIVALENTS</b>	<b>(4,649,600)</b>	<b>7,220,811</b>
<b>CASH &amp; CASH EQUIVALENTS AT BEGINNING OF FINANCIAL YEAR</b>	<b>10,079,848</b>	<b>2,859,037</b>
<b>CASH &amp; CASH EQUIVALENTS AT END OF FINANCIAL YEAR</b>	<b>5,430,248</b>	<b>10,079,848</b>





# 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

