

# ANNUAL REPORT 2019-2020



**“LIVE  
LIFE  
YOUR  
WAY,”**



# CONTENTS

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Year in Review	4
Live Life Your Way	8
Wellbeing Report	14
Building our Future	18
Learning and Development	22
Governance - Board of Directors	28
Governance - Executive Team	30
Chairperson Report	32
CEO Report	34
Operational Performance Report	38
Care Governance Committee Report	40
Risk Oversight Committee Report	42
Building Committee Report	44
Directors' Report	46
Treasurer's Report	48
Our Performance 2019/2020	50

# RESIDENTIAL STATUS



## PENINSULA VILLAGE

63  Independent Living Units

104  Pam Palmer House Units

114  Pozieres House Suites

55  Don Leggett House Units

28  Don Leggett House Memory Support Units

## AMBLESIDE VILLAGE

13  Independent Living Units

## COOINDA VILLAGE

64  Independent Living Units

## SPRINGWOOD

45  Seniors Affordable Housing



# YEAR IN REVIEW

**“Resilience is all about being able to overcome the unexpected. Sustainability is about survival. The goal of resilience is to thrive.” - Jamais Cascio**

Many would say that the 2019/2020 financial year was a challenging one and there's no denying it was tough. However, they say life is 10 percent what happens to you and 90 percent of how you react to it and for Peninsula Villages, we took on the year and its various obstacles in our stride. Together with the world, we have ridden the wave of uncertainty and for us, we focused on remaining optimistic, enhancing communication and keeping our ICCARE values at our core.

With the fires, droughts and the threat of Coronavirus taking centre stage for the last twelve months, for Peninsula Villages we focused our plans on building and securing our future - one that meets the demands and expectations of our local community. Continuing with our various upgrade works and development projects, by 30 June 2020 we were on track to complete the year as we expected.

In terms of our residential care, we were pleased to be able to continue rolling out our new consumer directed care model and ensure that we could continue to offer a home for residents where their choices and preferences guide care delivery. Along the way, we also implemented a range of new programs and initiatives, re-focused our team on the multi-skilling journey and most of all, we did our very best to ensure we could maintain a safe, comfortable and caring community for all our residents and staff, despite the challenges thrown at us along the way.

As we continue to experience a 'new normal' for life in the world of a global health pandemic, we wanted to take this opportunity to celebrate the wins, the positive achievements and the wonderful memories of the last twelve months.

We hope you will join us to celebrate these achievements in this year's Annual Report.

## JULY/AUGUST 2019

- Peninsula Villages celebrate Christmas in July with a special lunch celebration with the big man in red himself
- Residents banded together to lend a hand to aid Mental Health, crafting 200 paper aeroplanes to donate for a public display at Newcastle Airport to raise awareness for a critical community issue



## SEPTEMBER/OCTOBER 2019

- Peninsula Villages wins the Outstanding Employer of Choice Award at the 2019 Central Coast Business Awards by the NSW Business Chamber
- Peninsula Villages officially commemorates the opening of the new tea house, deck and fish pond area at the Village with a special event and launch of 'Tim the turtle' back into his home

## NOVEMBER/DECEMBER 2019

- Peninsula Villages' 100 Club members feature on National Nine News with our record nine centenarians [Frances Dawson, Gordon Briggs, Phyllis Hill, Joy Lewis, Beatrice 'Biddy' Abrahams, Dorothy Callister, Edna Taylor, Norma Petersen & George Jackson] enjoying a morning of drumming and chatting with Nine Reporter Mike Dalton!
- Christmas comes to the Village with the filming and sharing of Peninsula Villages' Christmas video - 'All I Want for Christmas is You'



## JANUARY/FEBRUARY 2020

- Peninsula Villages' affordable living project at Springwood gets the green light from Central Coast Council with Development Application approval to develop further modular buildings on the site
- Peninsula Villages hosted top-rated breakfast show, Sunrise, to provide a little insight into our community-focused atmosphere and lifestyle at the Village. The morning crosses commenced with a wonderful hello with staff and our friends from the First Sea Scouts Woy Woy, before we had residents join Sam Mac for some putt putt, a spot of gardening and a performance from our wonderful volunteer Ukulele group



## MARCH/APRIL 2020

- The Peninsula Villages' 100 Club were back in the spotlight and this time the Village put on a themed party celebration for Woman's Day who joined us for Phyllis' 101st birthday and delicious cake
- Pozieres House is announced and chosen as the name of the new ageing-in-place building after running a competition with staff, residents and members of the local community

## MAY/JUNE 2020

- A new normal really kicks in when COVID-19 threatens Australia, and Peninsula Village residents and staff get used to life with social distancing and restrictions in place. On the flip side, residents learn new skills which includes speaking with loved ones via Zoom, thanks to the support of Village staff
- Peninsula Villages celebrates the approaching construction completion of its new state-of-the-art ageing-in-place building, Pozieres House, with staff being treated to a tour of the facilities as final touches and interior works progress



# 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.







## BILL & BETTY BARTLETT

Even in times of isolation during a global pandemic, love trumps all. That was certainly the case for Peninsula Village resident, Bill Bartlett, who proved there were still some deliveries that made it on time when he surprised his wife of 73 years, Betty, with a special gift for her 94th birthday in May.

The pair were separated for over three months due to COVID-19 restrictions, with Bill a permanent resident of Peninsula Village's residential aged care facility, Jack Aldous House, after initial respite admission in 2019 and Betty still living in the family home. In March, Betty was under the weather and so visits to Bill not only stopped, but became unsafe due to the Coronavirus threat.

But fast forward three months with both in good health and nothing was going to stand in Bill's way from seeing his beloved wife on her special day. Peninsula Villages staff began thinking of ways he could celebrate with Betty and it was decided a special birthday delivery of chocolate and flowers was in order, from her favourite delivery man, Bill!

In shades of how they met at a local dance hall all those years ago, Bill was swept off his feet by Betty once more, greeting her with a hug and a kiss and the excitement only separation from love can create.

The pair rejoiced in spending time together and Bill was able to lounge in his favourite chair and proudly showed off his magnificent model boat collection to care staff.



## 103 YEAR'S YOUNG BIDDY ABRAHAMS

It's not every day you turn 103, but in February, Biddy Abrahams did just that as she celebrated her 103rd year of life! Nothing is slowing Biddy down, she wants to make 105 and has never looked better!

Celebrating with friends, family and staff, Biddy enjoyed being the centre of attention for the day with a huge cake, flowers and lots of laughs.

When you ask Biddy about her secret to a long life, she puts it down to remaining active.

"I try to keep my mind and body active through hobbies such as knitting and crocheting. I'm also a mad sports fan and love to watch the cricket and footy so that certainly keeps my heart pumping," said Biddy.

Biddy was born under a bridge in Warren when her mother decided to go for a swim. From then she was basically brought up by her grandparents and spent the first 14 years of her life either droving sheep with them or being fostered out when times were difficult.

At just 14, she was sent to a private school in Eastwood where she had four years of education. When she left school, she did nannying duties and then went into the Land Army. Biddy started off picking cabbages and fruit before being transferred and put in charge of the girls and being responsible for organising their transport and caring for the horses.

After the army, Biddy became a cook at the Tressillian Home for unwed mothers. It was then in her life she met Eric when she went on a bus trip to Toronto and they dated for around six years before they married.

Travelling around Australia she and Eric would come to Umina on holidays and later made the move to the area when Eric retired.

Biddy lives within Pam Palmer House and is one of the cheekiest residents in our Village community. She loves spending her days knitting, crocheting, watching football and in particular watching the cricket.





## LYNETTE MACKAY

Peninsula Villages celebrated 2020 National Volunteers Week by recognising the incredible 15 year contribution that one particular volunteer has made to the not-for-profit organisation.

Peninsula Villages has almost 50 active volunteers who are involved in all aspects of the residents' lives, from meal deliveries to care assistance, resident leisure, social support and administration. But Lynette Mackay is our longest serving volunteer, having shared her love of animals with the residents since 2005 through regular pet therapy visits.

The well-loved sessions, which often involve Lynette bringing her small dogs in via a children's pram, have remained a resident favourite over the years. Lynette explained that whilst the facility and residents may have changed over the years, the impact of her visits has remained a constant.

"Being a volunteer is a very rewarding experience in general, and to be able to bring these gorgeous animals along with me is the icing on the cake," explained Lynette.

"The last 15-years have flown by, and I have been blessed to visit many wonderful residents; but no matter who I've met, the joy and smiles we receive are always the same – it's truly incredible to see how the dogs instantly brighten their day," she finished.



## MADDISON DAVIS

The last twelve months for Peninsula Villages has seen lots of change take place and a big part of this has been the roll out of our consumer directed model of care.

One of the leaders in delivering this model of care across our facilities has been care service employee, Maddison Davis.

Nominated in the Rising Star category of the Leading Age Services Australia awards in 2020, Maddison - at just 22 years of age - is an inspiration to many in the aged care industry.

Along with our care team, Maddison has not only had to manage her role at the Village, but also in a challenging environment changed consistently with the threat of the Coronavirus pandemic.

“Our care team has showed continued devotion in protecting so many people at risk from the coronavirus pandemic,” said CEO Shane Neaves.

“We salute them because they all play vital roles - from our nurses, care workers and wellbeing professionals, to our chefs, laundry team, gardeners, receptionists, managers and volunteers.

“Some may be called superheroes, some are quiet achievers, but everyone in our

industry contributes to the holistic care provided and Maddison is a shining example of the integral role our team play in what can often be a challenging sector to work in.”

“Maddison is not only a role model for the aged care industry, but she also has a deep passion for her role which is shown in her ability to implement a consumer directed model of care that is tailored to each and every resident at our Village,” he added.

Maddison’s role involves having ongoing discussions with residents and completing assessments to source information about what makes them happy, what choices they would like to make in daily life or understanding what the team could do to improve their life with us at Peninsula Villages.

“As a younger person working in aged care, I am also proud to work within the CDC team and learn more about the industry and how we can better fulfil the needs of our residents now and every day. I think aged care is a wonderful career choice. I am pleased I found Peninsula Village as they take on board not only resident choices, but also the entire team and make it a great environment to be a part of as an employee,” said Maddison.

# WELLBEING REPORT

## SPECIAL EVENTS

### Christmas was celebrated twice

**in 2019** - once in July and again in December. Both events saw family and friends all enjoy a beautifully presented meal and entertainment, with Santa delivering chocolates and a gift for each resident.

### On Friday 2 August Don Leggett House celebrated International Beer Day

with residents and guests treated to international beers, wine, soft drink, and finger food. Entertainment was provided by Alama Lads, who invited residents to join in using either their own musical instruments or those the band handed out. It was a very entertaining afternoon.

**This year also marked the 50th Anniversary of the moon landing**, with Village celebrations including a moon cake, aeroplane throwing competition, and a moon dance class.

**Despite the rainy weather, our Community Day in September** saw relatives, friends and community members visit Peninsula Villages for some fun and festivities. The Umina Beach Men's Shed did an excellent job cooking the BBQ and the children enjoyed the pony rides, jumping castle and animal petting zoo.

### Peninsula Villages was delighted to welcome special guest Liesl Tesch,

Member for Gosford, on 5 July 2019, promoting the Gosford District Open Gardens event. Guest speaker Lorraine Emerson, from Garden Clubs of Australia, demonstrated how to use indoor plants to make villas and balconies more colourful, followed by the gardening group drawing lucky draw prizes and enjoying morning tea.





**On Tuesday 1 October we officially opened the new Tea House**

with residents, esteemed guests, staff, and children from two local Early Learning Centres in attendance. As part of the official opening ceremony, Erin from the Wallaby Street Early Learning Centre released Tim the turtle into his new pond and our catering manager, Stephan Blant, coordinated a delicious high tea.

**Representatives from several organisations joined us at Don Leggett House**

on Wednesday 9 October for a Harmony and Diversity Day morning tea. Attendees also enjoyed an interactive workshop.

**To celebrate the race that stops the nation,**

Peninsula Villages ran several special Melbourne Cup activities for residents. In Jack Aldous House the staff dressed up for 'Fashions in the Corridor', while Don Leggett House residents gathered for a special luncheon and other festivities.

**In November Peninsula Villages commemorated Remembrance Day**

with a moving service within the Village grounds. The service included heart-felt speeches, musical interludes and a wreath laying ceremony. Following the service, residents and friends were invited to the hall for refreshments.

**To celebrate Grandparent's Day, Peninsula Villages held a special intergenerational event**

which saw Umina Kids Club and Wallaby Street Early Learning Centre visit the Village. The children rotated between Sandy Bigara's drumming circle and Ali Payne's children's disco, while residents chose to either join in or share in the energy and enthusiasm from the sidelines.



## IN THE NEWS

Throughout the year, Peninsula Villages was proud to feature the 100 Club members in the media. Members were excited to be featured on National Nine News, in That's Life, Take 5 and Woman's Day magazines, as well as on Channel 7's Sunrise show when Sam Mac paid us a visit.

In late August, the Village received a visit from two magnificent Clydesdale horses, who visited again in March 2020 and were featured in the local newspaper.



## COVID-19

COVID-19 restrictions saw outings, church services, entertainment and large group activities postponed until further notice. As families were unable to visit, we facilitated Zoom meetings for residents so that they could continue communicating with their loved ones.

Over one hundred Zoom calls have been made, with all involved expressing their appreciation to wellbeing staff for their time and effort. Residents have spoken to their loved ones across Australia, and as far away as Canada, USA and the UK.







## CELEBRATING STAFF & VOLUNTEERS

The theme for this year’s International Nurses Day was ‘2020 Year of the Nurse & Midwife – Making a Difference’. All our staff make a difference in every department, especially in these uncertain times, and we celebrated the day with a BBQ lunch.

This year, Peninsula Villages’ Ukulele players won the Volunteering Central Coast – Volunteer Team of the Year Award. Volunteers Liz and Annette won Finalist Volunteer of the Year and Highly Commended Volunteer of the Year, respectively.



# BUILDING OUR FUTURE

In the last twelve months, Peninsula Villages has undertaken two major projects and a number of renovation and refurbishment works across its villages and property assets.

All these projects align with the organisation's strategic goal of ensuring it is well positioned to meet the demand of its residents and the local community moving forward.

Following is an overview of how Peninsula Villages has cemented itself as a leader in residential aged care by planning and building for its future.

## **PENINSULA VILLAGE UPGRADES**

During the 2019/2020 financial year Peninsula Villages continued its plans to undertake a number of upgrades to current Village facilities on the Pozieres Street site.

Works included an upgrade and redevelopment of the tea house area that is located in the main grounds of the Village.

Considered the heart of the outdoor area of Peninsula Village, the tea house underwent a huge refreshment and renovation that included the addition of a wonderful new deck, ponds and gardens.

Completing this area in late 2019, the new tea house has become the hub of the open-air space enjoyed by residents and visitors alike for a small celebration, lifestyle activities or simply to take in the sunshine or watch the wonderful fish swimming in their new home.

In addition, Peninsula Villages renovated its main hall with the addition of a new Wellness Centre, café and revamped hydro pool.

The new Wellness Centre offers residents a place for pain management, general rehabilitation and will also host fall prevention clinics. The new space is where physios and OTs provide services in regard to resident wellbeing.

Fitted out with all the required equipment, including resistance bands, weights, walking parallel bars, a bike and massage tables, the Wellness Centre is a fantastic new addition to the Village that will allow for greater holistic care. The adjoining hydro pool also has disability access and is visible from the Wellness Centre allowing physicians to watch residents as they undertake hydro sessions.

In conjunction with exterior upgrades to both independent living units and Pam Palmer House buildings at Peninsula Village, the organisation is delighted with the end result of these new areas which offer enhanced facilities for all residents and visitors to enjoy.

### **SPRINGWOOD VILLAGE**

Peninsula Villages' seniors affordable housing project at Springwood Street in Ettalong progressed this year with the end project set to accommodate a total of 45 units.

Working with IRV Modulars at Woy Woy, Peninsula Villages invested \$3.2 million into the project that sees the placement of additional one and two-bedroom dwellings on the site in the form of modular lodgings.

This is an important project for the Central Coast as it ensures Peninsula Villages can meet the growing demand of local seniors looking for affordable self-care housing options.

As a profit for purpose organisation, Peninsula Villages is constantly focused on supporting local demand by using any profits to undertake projects that have social, environmental and community benefit.

The Springwood development is unique as it comprises of 27 existing and 18 new dwellings that were manufactured locally and off-site in order to minimise the impact and disruption to existing residents.

The additional homes have all been craned in and located onsite with parking and landscaping adding the final touches to the Village community, set to be completed by October 2020.

### **POZIERES HOUSE**

Peninsula Villages' 114-bed ageing-in-place development, Pozieres House continued construction during the year.

The distinguishing features of the new aged care development includes specialist aged, palliative and dementia care units all housed within separate households to ensure continuity of care between care staff and residents.

The \$30 million development is made up of 111 one-bed premium rooms and three executive suites, all with private ensuites, and the development includes an onsite hair 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 is a premium ageing-in-place development with the design of this development taking into consideration how Peninsula Villages can meet the consumer directed care standards more effectively now, and into the future.

Pozieres House is uniquely designed as part of a household model. Residents live as part of a vibrant and close-knit household of 12 to 14 residents.

Each household boasts its own alfresco area or balcony, spacious kitchen, dining and living area and separate lounge.

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 flexible approach honours and respects our residents' wishes, without compromising on quality of care.

Having served the Central Coast community for over 40 years, the completion of this development will be a historic moment for the organisation.



# LEARNING & DEVELOPMENT



To date, 2020 has been a challenging year for all. For learning and development, the plans and direction we intended to take in 2020 took a drastic turn in March due to the threat of COVID-19.

Since then our focus has been predominantly on the education and assessment of all staff in accordance with the CDNA National Guidelines. Information packs on COVID-19 have been put together and distributed to all staff. This provided staff with a basic understanding of what COVID-19 is, its signs and symptoms, staff responsibilities such as not working when unwell, and the risk to residents. Staff were requested to read the information provided and complete a questionnaire. To date we have received 280 of a possible 300 returned responses.

In addition to this, a second information pack was put together for residents that provided basic information on COVID-19, respiratory precautions, and steps they can take to remain safe. This was distributed to 300 residents in May and June with positive comments received.

Peninsula Villages has made it mandatory for all staff to complete the Australian Government online learning modules on COVID-19 and aged care. These were free courses that covered the following topics:

- Personal Safety
- Families and visitors to aged care
- COVID-19 and aged care
- Outbreak management procedures
- Personal protective equipment
- What to do if you suspect a person has COVID-19, and
- Supporting Older Australians in residential care.

A total of 278 staff out of a possible 300 have completed these informative courses so far.

Skills assessments were completed for 100% of staff on respiratory hygiene, hand hygiene and the donning and doffing of personal protective equipment.

All cleaning staff have been assessed on both routine and infectious environments.

Care staff are currently being assessed on effective cleaning of shared non-invasive equipment such as blood pressure cuffs and oximeters that are often shared amongst residents.

To ensure all current and new employees remain skilled in these areas, COVID-19 education and skills assessments are now entrenched in mandatory training, as well as new staff orientation.

In addition to the COVID-19 focus, learning and development is continuing its education that supports staff in the delivery of care to residents within the Aged Care Quality standards. This includes the development and delivery of education covering:

- Consumer Directed Care
- Delirium
- Compulsory reporting
- Consent
- ACFI for Registered staff
- Anti-microbial stewardship
- Diabetes
- Mentor training

Mandatory training for staff has been inconsistent due to COVID-19 restrictions; however, staff have been provided with the option of completing their mandatory training requirements online via Bridge. Additional mandatory training delivered this year included the SIMPLE food safety program and the medication course for care staff that was introduced to Peninsula Villages.



## MANUAL HANDLING

This year we purchased a variety of ARJO equipment for both Pozieres House and Don Leggett House. ARJO has conducted regular free training on the equipment for our staff, and a Manual Handling Support Person Training Day will be held at our learning and development centre later this year.

## MEDSIG TRAINING

During the Peninsula Villages two-day medication training, staff are shown how to use the MedSig tablets which replace the need for signing medication charts. Education and practice in using the tablets has increased staff confidence and decreased the likelihood of medication errors.

## FIRST AID & CPR

It is a mandatory requirement for care service staff to hold a current first aid qualification. Peninsula Villages continued our partnership with Express First Aid, covering the cost of the course for existing employees, with an average of four courses being held annually. Feedback continues to be positive.





## 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 that established staff actively support and mentor our new staff and trainees. This also applies to work experience students, as we consider them as potential employees.

Research shows that employers who nurture employees during the induction process have higher retention rates, and employees are better equipped to deal with the challenges of working in a busy aged care environment.

In March 2020 the learning and development program facilitated a one-day Mentor Program. Sixteen staff – comprising fourteen care staff, one lifestyle staff member and one catering staff – were in attendance. Staff who attended received iron-on badges for their uniforms to identify them as having completed the program.



## AGED CARE CHANNEL ONLINE LEARNING PLANS

Throughout 2020, Peninsula Villages continued to incorporate the Altura Aged Care Channel via the Bridge Learning Management system into our education program. Learning and development has written several online learning programs, allowing all staff across all shifts to access the education modules.

Online professional development programs have been allocated to each designation. While not mandatory, all staff are encouraged to complete them for their own professional development.

## AD-HOC EDUCATION

In addition to scheduled training, Peninsula Villages offers free courses provided by suppliers and community organisations. A number of planned educational opportunities were cancelled due to COVID-19 and will be re-scheduled when possible. Education provided onsite this year included:

- Medications used in residential aged care – Angus Farncombe
- Continence and incontinence – Kimberley Clark
- Glucose levels



## PACE GROUP – TRAINING REQUESTED FOR ADELENE AGED CARE FACILITY

Peninsula Villages was approached by Adelene to provide education and assessment of their Registered Nurses on clinical skills related to:

- management of medications
- the deteriorating resident
- elder abuse
- pain assessment and management
- complex and chronic wounds

A request was also made to provide education to care staff on:

- medication administration
- identifying symptoms of and supporting the deteriorating resident
- manual handling
- observations and measurement of temperature, pulse, respiration, oximeter, blood pressure and blood glucose levels

## PARTNERSHIP WITH TAFE - TRAINEESHIPS

We have continued our partnership with TAFE to deliver an Introduction to Aged Care Course. This year we anticipate placing work experience students towards the end of the year. The students will be paired for their work placement, with reviews of their performance and individual interviews taking place at the end of the period. We anticipate employing a number of these students as trainees to complete the full qualification.

This year we placed one prospective trainee for work placement. After reviewing her performance, she has been signed up to complete her qualification as a trainee at Peninsula Village.

## SBATS

We placed students from Brisbane Water Secondary College, Narara High School and Central Coast Sports College at the end of their year 10 studies. Having reviewed the performance of these students, we selected those who showed potential to be employed as school-based trainees (SBATs). This year we interviewed three students from this group, resulting in the employment of all three students as new SBATs for 2020. We have one student from the 2019 intake that is currently completing her final year of the traineeship.

In the last 12 months we have received \$12,500 in traineeship incentives. It is expected that in the next 12 months we will receive a further \$7,750 for our existing trainees.

We plan to employ three more trainees who will be enrolled in a Certificate III – Individual Support through TAFE. We will also be looking at a similar program towards the end of the year in the hope of employing two additional trainees. These trainees will contribute to the incentives we anticipate receiving in the next 12 months and hopefully result in Peninsula Villages gaining valuable employees.

## STUDENT PLACEMENTS

The learning and development department is continuing to work closely with TAFE to accommodate the work experience placement of their students enrolled in courses across the aged care stream. In addition to those identified earlier, we have also placed students studying for their Certificate IV – Leisure and Health, and the Diploma of Enrolled Nursing qualifications.

Unfortunately, COVID-19 has impacted on the placement of students from the Brisbane Water TVET Program.

Student placement programs provide valuable workplace experience for students and are a requirement of nationally accredited qualifications. They are also valuable for employers, allowing us to assess how these students perform, gaining an insight into their work ethic and suitability for the role should they apply for a position with us.

This year we have employed 20 students from our work experience program, including students from RTO's other than TAFE. This is an increase of 12 students on last year's total.

## NEWCASTLE UNIVERSITY

Our partnership with Newcastle University has continued with us providing work experience opportunities for students from a variety of disciplines. These include:

1. A 3rd year social work student – one student began his placement and has progressed very well. Unfortunately, he was withdrawn by the University during the initial stages of the pandemic.
2. 3rd year oral health students – two students began their placement but were also withdrawn by the University in the initial stages of the pandemic.
3. 2nd year nursing students – three groups of six students will be partnered with our care and clinical staff for a two-week period. We will host one group in July, another group in August and one group in October 2020.
4. We were unsuccessful in gaining 1st Year Bachelor of Medicine Students this year; however, we have expressed an interest in placing these students next year.

## FACILITATION OF OTHER RTO'S WORK PLACEMENTS

This year we have facilitated work placements for TAFE, Intercept, Novaskill, Kirana College and Smart Training Groups.

With the assistance of Nadia Yazdani, Transitional Nurse Practitioner, this education was provided in July and August, followed by the assessments of staff.

# BOARD OF DIRECTORS



## HONORARY CHAIRPERSON

**Jan-Maree Tweedie**  
2016 - present *Joined 2003*

*Committee Member of:*

- Care Governance
- All committees



## HONORARY VICE CHAIRPERSON

**Rosemary Neale**  
2015 - present *Joined 2009*

*Chairperson of:*

- Care Governance
- Committee Member of:*
- Building



## HONORARY SECRETARY

**Linda Watts**  
2016 - present

*Committee Member of:*

- Care Governance
- Risk
- Finance



## HONORARY TREASURER

**Daniel Smith**  
2009 - present

*Chairperson of:*

- Finance



**HONORARY  
DIRECTOR**

**Pamela Palmer**  
1993 - present

*Committee Member of:*  
• Care Governance  
• Risk



**HONORARY  
DIRECTOR**

**Wayne Dowdle**  
2016 - present

*Chairperson of:*  
• Building  
*Committee Member of:*  
• Risk



**HONORARY  
DIRECTOR**

**Darrell Pannowitz**  
2004 - present

*Committee Member of:*  
• Finance  
• Building



**HONORARY  
DIRECTOR**

**Susan Leahy**  
2016 - present

*Chairperson of:*  
• Risk



**HONORARY  
DIRECTOR**

**Christopher Westacott**  
2004 - present

*Committee Member of:*  
• Finance



**HONORARY  
DIRECTOR**

**Andrew Cordwell**  
2019 - present



# 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.

**Shane Neaves**  
Chief Executive Officer

**Melinda Dempsey**  
Executive Care Manager

**Jackie Bennett**  
Executive Operations Manager



# CHAIRPERSON REPORT

## The past year has been unique for many reasons.

First, there were the bushfires that created a dreadful smoke haze that covered most of NSW for months on end. This was followed by a global health pandemic, COVID-19, the impact of which has created many challenges for the residents and staff of Peninsula Villages.

On the positive side, the past fiscal year has featured many highlights. At the end of 2019, Peninsula Villages won the Outstanding Employer of Choice award from the NSW Business Chamber.

The Village also received significant media attention focused around our wonderful group of centenarians. Channel Seven's Sunrise and Sam Mac broadcasted live from the Village's renovated tea house and main hall; and The 100 Club were also featured in Woman's Day, Take 5 and That's Life magazines.

Refurbishments throughout the Village have continued, with the tea house, the ponds and the gardens being completed. The new Wellness Centre has opened, the swimming pool has been upgraded, and the Pam Palmer House main hall received a beautiful new entry. We have also seen the new Pozieres House take shape over the year, with spectacular interiors and spacious living areas for the residents who have moved over from Jack Aldous House.

Whilst a number of planned activities such as preschool visits were not able to take place due to COVID-19 restrictions, we were fortunate to enjoy the Family and Community Day, Diversity Day, International Women's Day and The Older Women's Network luncheon all ahead of the pandemic.

I would like to recognise and thank our CEO, Shane Neaves, who has continued to lead the organisation through to another successful year, this time under increasingly difficult circumstances.





I would like to recognise all levels of the staff who have gone above and beyond to keep our residents safe throughout the pandemic. And thanks to our volunteers who have contributed their own time to helping in all areas of Village operations.

I would like to thank our residents and their families for working with us to provide the safest environment possible for all of those in our care. We know it has not been easy at times and appreciate your cooperation and understanding.

Finally, I would like to thank my fellow Board Members for their contribution and commitment to Peninsula Villages. It continues to be my privilege as the Chairperson to work with such a dedicated Board of Directors.

**Jan-Maree Tweedie**  
**Honorary Chairperson**



# CHIEF EXECUTIVE OFFICER REPORT

Last year I started my report with the opening lines, “The status quo is no more”. Little did I know that, once again, the landscape of aged care and retirement living would be changed forever by the political and social impacts of the global pandemic!

With every new challenge, Peninsula Villages continues to adapt to meet the evolving expectations and world events. We are living through extraordinary times. As state and federal governments, along with the broader health sector, rally to address COVID-19, the aged care sector has been presented with a range of unique challenges.

The stressful times experienced by all have touched those of us in the sector as well as the broader community. Has the image of aged care improved within the community opinion? Has the government realised that our industry is being crippled by the lack of total financial understanding and administrative burdens?

This year the sector has seen an increase in the number of residential aged care facilities across Australia that have made a financial loss. This is a fact. We cannot pay higher wages, achieve the high standards of care, and maintain the presentation of our buildings when the industry is struggling to survive.

Stewart Brown’s March 2020 benchmarking report recognises that there are real concerns in relation to the ongoing financial viability of the industry. They outline that in the last eight years, the nine months to March 2020 saw the first significant decrease in occupancy levels, directly affecting the operating performance. The funding increase of 1.33% per annum from the government is primarily because of inflation; however, the cost of providing direct care has increased by 6.5% - and the differential is not supported under the current funding model.

I should acknowledge that the Commonwealth Government, prior to the end of the financial year, did supply additional funding in relation to COVID-19





- but only for a limited time frame. And the overall funding arrangement for the sector urgently requires substantial realignments and considerable additional funding. Aged care is critically underfunded, both from a government and a consumer perspective. This concern cannot be overstated. If the Federal Government continues to under-fund the sector, the reality is that more facilities will suffer financial losses, especially in the regional and remote areas where communities struggle to survive.

I am pleased to say that Peninsula Villages' proactive and collaborative approach has placed us in a stronger position than most to tackle the ongoing issues surrounding the sector. Through the management team's commitment to the strategic plan and focus on staying true to our purpose, we have been able to place ourselves in such a position. However, there is no doubt that we will continue to face many challenges into the future, especially in relation to funding.

We are reporting again, as we did last year, strong and consistent financial and care related performance. We have enhanced our assets - both in terms of property and staff development - with the implementation of a strong strategic and financial management plan resulting in a significant capital achievement that has increased public awareness within the sector and Peninsula Villages' contribution to the local community.

This year has seen some \$33m of our funds allocated to capital improvements on the current site and on the development of Pozieres House. This positions Peninsula Villages as a leader within the sector, having realised our strategic goal of enhancing our future through the development of excellent accommodation that meets the care needs of older Australians within our local community.

We have also made a commitment to the community through our affordable seniors' development in Springwood Street, Ettalong. We did seek funding from all levels of government for this

project; however, despite all parties acknowledging the significant need for affordable housing for seniors, no funding was forthcoming. As a purpose driven organisation, we again followed our strategic plan, establishing the funding and development of this much needed housing. The safe and secure environment will deliver real purpose and belonging for our local seniors.

The Village has achieved and delivered on many projects and innovations during the past year. A major refurbishment of the Village has enhanced the environment, starting with our fabulous tea house, Wellness Centre, community hall and gardens. The Village looks amazing and we thank everyone for their consideration and patience during the process. At the ground-breaking event for Pozieres House I used the following quote from Charles Dickens, “The whole difference between construction and creation is exactly this: that a thing constructed can only be loved after it is constructed, but a thing created is loved before it exists”. This resonates true for all the capital works carried out, especially Pozieres House. We had the vision to create a facility and an environment that both staff and our seniors could love, and we are proud to provide this beautiful facility to our wonderful residents.

All these achievements would not be possible without our dedicated and passionate staff who uphold our ICCARE values. Each day they deliver exceptional care and comfort to our residents. The Peninsula Villages team has this year cemented our commitment and

drive towards the consumer directed care model. It has proved a learning opportunity for staff and provided residents with opportunities for choice and involvement in their care and lifestyle needs.

Any management theory relating to human resources will always address a team approach and engaged staff. We are extremely blessed to have a turnover rate well below the industry average, with a high percentage of staff often receiving recognition awards for long-service of up to 30 years.

It's no wonder that one of the highlights of this year was being named the Outstanding Employer of Choice winner for the NSW Chamber of Commerce Central Coast 2019 awards. Accepting the award was a highlight in my career. This acknowledgment stands as a big thank you to the Peninsula Villages team, all of whom are the driving force of our success and accomplishments over the year.

The current climate within the residential aged care industry is not great. We are losing small and large operators, with the regional and remote sectors being the hardest hit. The result is dwindling community spirit and a wish by residents to be cared for in their home environment. This is an increasingly important issue for the Commonwealth, and one that needs the support of the wider aged care sector.

The continuing Royal Commission into Aged Care Quality and Safety has delivered an interim report and will provide it's final findings in 2021.

I'm certain that there will be confronting outcomes and, maybe I am dreaming, but one does hope that the governing bodies will address the real issues rather than just play politics. The Commonwealth and States also need to address all the investigations and inquiries into the COVID-19 outbreaks within the sector which has put the industry into an unwinnable situation.

As individuals we need to prepare for the future. We must hold our elected representatives accountable. They are responsible for our older Australians and for providing the necessary resources and funding to ensure compliance is sustainable. I urge everyone to make the topic of aged care a vocal point within our communities. We will be judged by the way we look after our older Australians and this will ultimately impact the image of our society.

I wish to thank all our residents, relatives, corporate partners, contractors, volunteers, members and directors for all that they offer to our extraordinary Village. To the staff, senior team, and executive – what a great team! We are all dedicated to this organisation – one which endeavours to deliver the best possible outcome for our residents. You are all exceptional people who form the foundation and cornerstone of our organisation. It has been a pleasure and a humbling experience to share these past years with you.

The year ahead may be clouded with a little uncertainty, but the journey envisaged is still an exciting one. Peninsula Villages is prepared to protect our residents and staff no matter what

comes our way, and to ensure that we are all valued and respected by the community.

I recommend you all read the reports and reflect on our wonderful achievements throughout the year. I have enjoyed leading this wonderful organisation that continues to contribute to our community and enhance the lives of our older locals.

Finally, I would like to acknowledge our ten fantastic residents who achieved 100 years of age this year. We have all felt so enriched knowing them.

I wish everyone great success in the year ahead; and, as always, keep smiling and enjoy life to the fullest.

Good health.

**Shane Neaves**  
Chief Executive Officer



# OPERATIONAL PERFORMANCE REPORT



2020 has seen Peninsula Villages take on another very busy year. This year has seen the successful implementation of our consumer directed care (CDC) model. The enormity of this task cannot be expressed in words and is a credit to the entire team at Peninsula Villages.

The CDC program will continue across all three care facilities and culture change remains a priority. All staff, no matter their department or designation, are partners in care and of equal importance in each resident's chosen service delivery.

It has been with great pleasure and excitement that we have finally opened the doors to Pozieres House and have been able to transfer residents from Jack Aldous House to their new home. This is a project that the Executive has been involved in for many years with

great anticipation for its completion. We cannot express the joy that providing a new, modern, purpose-built environment for our elderly community has given us.

To the team that worked tirelessly during the commission of the build, we cannot thank you enough.

This year has been particularly challenging with regard to COVID-19. The expectations of government departments, staff, residents and relatives has been a minefield to navigate and ensure the safety and wellbeing of all. We would like to thank all stakeholders for your patience and appreciation of the work that has gone into the requirements related to COVID-19.

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



This year we welcomed our new Wellbeing Manager and team. This team will support care and services in the delivery of consumer directed care and multi-skilling across our care facilities. Congratulations to Maddison Davis for being a finalist in the Rising Star category at this year's LASA Awards, a very well deserved finalist nomination.

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

We would also like to thank our sales team for their enthusiasm and drive to ensure our elderly community has a smooth transition to their new home in Peninsula Villages.

To our wonderful volunteers for their commitment and dedication to our residents, we would be lost without you and we know this year has been a challenge with changing guidelines and restrictions. Without the help that you willingly give our residents, they would not be able to enjoy the lifestyle that they have here at the Village.

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.

We would also both like to personally 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. Together we all make Peninsula Villages a wonderful part of our community.

**Melinda Dempsey**  
Executive Care Manager

**Jackie Bennett**  
Executive Operations Manager





# CARE GOVERNANCE COMMITTEE REPORT

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

The purpose of the Committee is to assist the Board in meeting its responsibilities regarding the quality of care provided to each of the residents of Peninsula Villages. Of the five 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 Standards
- accreditation audits by the Aged Care Standards Agency

One of the most important functions of the Committee is 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 due to the changes in legislation required by the consumer directed care model, which enables residents to have control over their choices regarding care decisions. The new Quality Standards include antimicrobial stewardship, minimising the use of restraint, and open disclosure.

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

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

**Rosemary Neale**  
Chairperson, Care Governance Committee

# RISK OVERSIGHT COMMITTEE REPORT

The duality and extreme nature of risk has been evident in the two major events faced by Peninsula Villages this year – namely COVID-19 and the building of Pozieres House.

The construction of Pozieres House saw the fruition of an opportunity the Board recognised many years ago. The project required a risk-based approach of prudently managing Peninsula Villages operations and finances.

In stark contrast, the unforeseen emergence of the pandemic earlier this year saw our robust risk management framework enable management to respond and develop detailed plans in a timely manner.

Management and staff should be commended for implementing strategies and plans to monitor the present environment whilst maintaining a focus on the safety and wellbeing of our residents.

Our new consumer directed care model also involves increased consideration of risks to the individual and to the organisation, as we endeavour to meet our residents' wishes in all areas of their lives.

The Board Risk Committee has met twice this year to ensure that the Risk Management Framework includes considerations of new and emerging risks. At these meetings we have also reviewed our Risk Appetite, including supporting policies and procedures.

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

**Susan Leahy**  
Chair, Risk Committee





# BUILDING COMMITTEE REPORT

Due to COVID-19, the Building Committee has been restricted in its ability to conduct meetings. However, we have been able to continue with existing programs across Peninsula Villages' properties, which has included the review, planning and reporting of improvements and benefits of these holdings to the Board.

There have been two major development projects at Peninsula Villages that have progressed in the last 12 months in addition to more minor small projects and refurbishments across our assets.

Pozieres House, our new residential care ageing-in-place facility, has been completed ahead of time and marks the beginning of a new era for Peninsula Villages and its residents.

Architecturally designed with sustainable practices in mind, Pozieres House is a 114-bed state-of-the-art development that offers a perfect synergy of modern amenities, functional design and idyllic surroundings.

This development encompasses 111 single rooms and three executive suites, all with private ensuites. Living options at Pozieres House offer views of the landscaped gardens and surrounding Peninsula neighbourhood with access to all Peninsula Village amenities and facilities. We were delighted to work with a great team at Grindleys who completed the building of the project. The new development will replace the existing facilities of Jack Aldous House at Peninsula Villages.

In addition in the last year, Peninsula Villages advanced the Springwood project in Ettalong which accommodates a total of 45 units.



Working with IRV Modulares at Woy Woy, Peninsula Villages has funded the \$3.2 million development and placement of an additional 18 one and two-bedroom dwellings on the site.

This project was developed in order to meet a gap in the affordable seniors housing market with all prefabricated residences built for seniors compliance and ergonomically designed with disability access.

Multiple other works around the Village have been completed, including Pam Palmer House main hall entry, the tea house community and deck area, as well as the upgrades to pool and development of a Wellness Centre.

These projects have brought new life to the main areas of Peninsula Village, providing residents with improved

facilities, enhanced common areas and of course more reasons to socially engage with staff and fellow residents alike.

Prior to the temporary hold put on works due to restricted access to the Village by trades people, we were also able to complete the conversion and upgrade of several existing units across Pam Palmer House and our independent living communities.

The Building Committee will continue to report to the Board on planned and existing works, as well as on the strategic and development options for Peninsula Villages and its investments.

**Wayne Dowdle B.Surv.**  
Chairperson, Building Committee



# DIRECTOR'S 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 2020 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**

**Pamela Palmer**

**Darrell Pannowitz OAM**

**Daniel Smith** (*Treasurer*)

**Linda Watts** (*Secretary*)

**Chris Westacott**

**Andrew Cordwell**  
*commenced 4 October 2019*

**Shane Sullivan**  
*commenced 21 November 2019 –  
resigned 20 March 2020*

**Geoffrey Melville** (*Life Member*)  
*Resigned as a Director: 27 May 2019  
Passed: 6 July 2019*

## PRINCIPAL ACTIVITY

The principal activities of the company over the course of the financial year were to provide care to ageing citizens and provide retirement living accommodation. 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	12
Chris Westacott	12	12
Daniel Smith	12	11
Wayne Dowdle	12	12
Susan Leahy	12	9
Pamela Palmer	12	10
Darrell Pannowitz	12	11
Linda Watts	12	11
Andrew Cordwell	8	8
*Shane Sullivan	3	3

*\*Resigned during the year*

## OPERATING RESULT

The net result of the company for the financial year was a surplus of \$1,381,165. 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 increased 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**

Jan-Maree Tweedie                      Director

Daniel Smith                              Director

23 September 2019

# TREASURER REPORT

I have the pleasure in reporting that Peninsula Villages has once again reported a sound financial result and has improved its financial position during the 2019/2020 year.

This continued growth and improvement in the overall financial position will contribute to the success of the future development of Peninsula Villages and its facilities.

The surplus achieved during the year will enable us to fund the implementation of the strategic objectives of Peninsula Villages and continue to provide a quality homelike environment for our residents, staff and community – while striving for continuous improvement.

## STATEMENT OF PROFIT OR LOSS

### 2019/20 SURPLUS = \$1.38M

Peninsula Villages has achieved this result whilst maintaining levels of care, through ‘average daily care hours’, that significantly exceed standard industry benchmarks, and that of industry peers.

Many financial challenges were faced by the aged care industry during the year such as increased costs associated with care, wages, food and accommodation and service costs, that were only partially offset by a nominal indexation increase in government aged care funding.

Additional unplanned costs, in order to meet the challenges of COVID-19, also impacted the results for the year.

The total profit was able to be achieved via the revenue streams generated by the investments held, by the organisation which include:

- Interest Investment, and rental income = \$1,428,951

The difficult environment in which Peninsula Villages operates is highlighted by the fact that the surplus generated represents a 1.103% return on the total assets reported in the balance sheet.



## STATEMENT OF FINANCIAL POSITIONS

The organisation has reported a healthy asset and cash position, whilst progressing with the key strategy of improving the quality of the facilities, including the recent completion of new residential aged care facility, Pozieres House. I would like to highlight the following key points:

- During the year \$28.4m was committed to our new facility, Pozieres House and improvements to existing facilities throughout the Village and our seniors living
- Cash reserves held reduced throughout the year to fund the improvements, however cash reserves held exceed the forecasted requirements, keeping Peninsula Villages in a healthy financial position
- Positive cash flow was achieved through operational activities, as well as through financing activities

The above is a great achievement in an environment where:

- The profitability of the aged care sector has been in continual decline over recent years
- Industry trends highlight a trend toward DAP's instead of RAD's resulting in cash flow issues associated with many operators within the industry

I note that the strong asset position of Peninsula Villages is solely due to the Bonds and Residential Aged Care Deposits (RAD's) held on behalf of the residents, which totaled \$67m as at 30 June 2020.

There are strict regulations restricting the use of these deposits, to ensure that these funds cannot be used to fund the operations of the Village, and can only be invested, or used to improve and maintain the facilities.

I would like to thank the other Directors, Executive Managers and all staff for their continued efforts and support.

We aim to provide quality care that is continuously improving in a welcoming and homelike environment, and can only do that if our operations are sustainable and our financial position is strong.

**Daniel Smith**  
Treasurer



# OUR PERFORMANCE

## 2019/2020

### STATEMENT OF FINANCIAL POSITION

<b>ASSETS</b>	<b>2020 (\$)</b>	<b>2019 (\$)</b>
Cash, cash equivalents and other financial assets	2,859,037	20,521,731
Trade & other receivables within 12 months	861,225	978,671
Financial assets	15,948,647	16,892,026
Trade & other receivables after 12 months	1,515,009	-
Investment property	43,494,059	42,805,915
Capital works in Progress	31,149,080	7,365,040
Property, plant & equipment	33,640,504	30,634,829
Intangible assets	54,863	32,250
<b>TOTAL ASSETS</b>	<b>129,522,424</b>	<b>119,230,462</b>

<b>LIABILITIES</b>	<b>2020 (\$)</b>	<b>2019 (\$)</b>
Trade & other payables	10,727,451	10,039,676
Borrowings expected to be paid within 12 months	7,450,000	-
Refundable loans expected to be paid in 12 months	18,154,863	19,250,507
Provisions expected to be paid in 12 months	1,612,075	1,593,129
Borrowings expected to be paid after 12 months	4,041,825	-
Refundable loans expected to be paid after 12 months	49,343,264	51,559,730
Provisions expected to be paid after 12 months	240,723	216,361
<b>TOTAL LIABILITIES</b>	<b>91,570,201</b>	<b>82,659,403</b>
<b>NET ASSETS</b>	<b>37,952,223</b>	<b>36,571,059</b>

<b>FUNDS</b>	<b>2020 (\$)</b>	<b>2019 (\$)</b>
Accumulated funds	37,952,223	36,571,059
<b>NET ASSETS</b>	<b>37,952,223</b>	<b>36,571,059</b>

## STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

<b>REVENUE</b>	<b>2020 (\$)</b>	<b>2019 (\$)</b>
Revenue	27,474,731	26,800,314
Other income	368,268	-
<b>TOTAL</b>	<b>27,842,999</b>	<b>26,800,314</b>
<b>EXPENSES</b>	<b>2020 (\$)</b>	<b>2019 (\$)</b>
Administration	(1,995,412)	(2,069,035)
Catering & food supplies	(1,298,147)	(1,143,021)
Cleaning & laundry expenses	(142,720)	(127,942)
Depreciation & amortisation	(1,054,132)	(1,031,997)
Insurance	(489,810)	(415,393)
Fair value loss on investment property	-	(201,201)
Finance costs	(225,294)	(154,265)
Maintenance costs	(766,129)	(677,075)
Non operating expenses	(218,971)	(208,927)
Resident & client expenses	(1,261,347)	(1,225,458)
Salaries & employee benefits	(17,229,167)	(16,477,018)
Utilities	(753,417)	(803,301)
<b>TOTAL EXPENSES</b>	<b>(25,434,546)</b>	<b>(24,534,633)</b>
<b>SURPLUS BEFORE COVID-19 NET EFFECT</b>	<b>2,408,453</b>	<b>2,265,681</b>
COVID-19 net effect	(1,027,288)	-
<b>SURPLUS BEFORE INCOME TAX</b>	<b>1,381,165</b>	<b>2,265,681</b>
Income tax expense	-	-
<b>SURPLUS FOR THE YEAR</b>	<b>1,381,165</b>	<b>2,265,681</b>
Other comprehensive Income	-	-
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	<b>1,381,165</b>	<b>2,265,681</b>

## STATEMENT OF CHANGES IN EQUITY

	Accumulated Funds (\$)	Total (\$)
<b>BALANCE AT 1 JULY 2018</b>	34,305,378	34,305,378
Comprehensive income	-	-
Surplus for the year	2,265,681	2,265,681
Other comprehensive income	-	-
<b>TOTAL COMPREHENSIVE INCOME</b>	2,265,681	2,265,681
Transfers to / from reserves	-	-
<b>BALANCE AT 1 JULY 2019</b>	36,571,059	36,571,059

	Accumulated Funds (\$)	Asset Revaluation Reserve (\$)	Total (\$)
<b>BALANCE AT 1 JULY 2019</b>	36,571,059	-	36,571,059
Comprehensive income	-	-	-
Surplus for the year	1,381,165	-	1,381,165
Other comprehensive income	-	-	-
<b>TOTAL COMPREHENSIVE INCOME</b>	1,381,165	-	1,381,165
Transfers to / from reserves	-	-	-
<b>BALANCE AT 1 JULY 2020</b>	37,952,223	-	37,952,223

<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	<b>2020 (\$)</b>	<b>2019 (\$)</b>
Receipts from customers & government	28,224,881	24,694,850
Payments to suppliers & employees	(26,537,466)	(23,350,574)
Donations & bequests received	2,155	6,094
Interest received	593,384	1,112,666
Interest paid	(225,294)	(154,265)
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	<b>2,057,660</b>	<b>2,308,771</b>

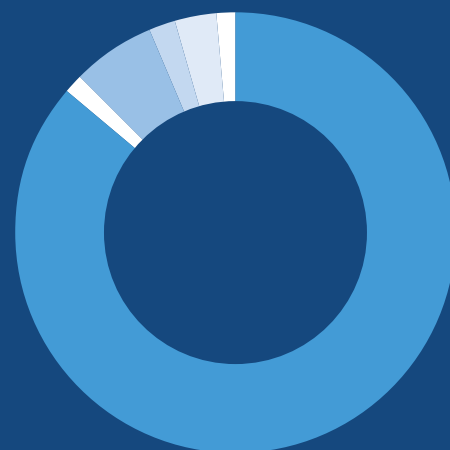
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	<b>2020 (\$)</b>	<b>2019 (\$)</b>
Proceeds from sale of financial assets	8,537,466	-
Purchase of property, plant & equipment - residential	(359,648)	(310,223)
Purchase of property, plant & equipment - other	(99,573)	(146,485)
Purchase of capital work in progress - residential	(27,366,133)	(4,618,390)
Purchase of capital work in progress - other	(2,567,551)	(814,227)
Purchase of investment property	(21,953)	(389,547)
Purchase of financial assets	(8,357,874)	(6,875,091)
Purchase of intangible assets	(31,671)	(33,987)
Secured investment loan	(1,500,000)	-
<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>	<b>(31,766,937)</b>	<b>(13,187,950)</b>

<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	<b>2020 (\$)</b>	<b>2019 (\$)</b>
Proceeds from borrowings	11,491,825	
Proceeds from refundable accommodation deposits	19,562,937	24,014,260
Proceeds from refundable entry contributions	2,991,915	4,137,252
Repayment of refundable accommodation deposits	(19,975,840)	(22,896,673)
Repayment of refundable entry contributions	(2,024,254)	(3,239,949)
<b>NET CASH FLOWS FROM FINANCING ACTIVITIES</b>	<b>12,046,583</b>	<b>2,014,890</b>

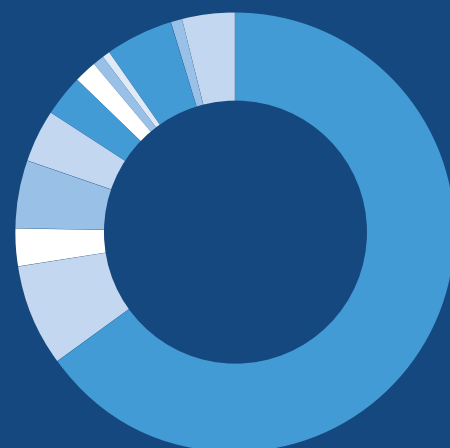
	<b>2020 (\$)</b>	<b>2019 (\$)</b>
<b>NET INCREASE IN CASH &amp; CASH EQUIVALENTS</b>	<b>(17,662,694)</b>	<b>(8,864,289)</b>
<b>CASH &amp; CASH EQUIVALENTS AT BEGINNING OF PERIOD</b>	<b>20,521,731</b>	<b>29,386,020</b>
<b>CASH &amp; CASH EQUIVALENTS AT END OF FINANCIAL PERIOD</b>	<b>2,859,037</b>	<b>20,521,731</b>

## REVENUE AND EXPENSES FOR THE YEAR WERE MADE UP OF THE FOLLOWING COMPONENTS:

COMPOSITION OF REVENUE	2019/20 (\$)
Residential aged care	24,026,310
Other revenue	336,765
Retirement villages	1,725,945
Interest income	557,432
Rental income	828,279
<b>TOTAL REVENUE</b>	<b>27,474,731</b>
<b>Other Income</b>	<b>-</b>
Fair value gain in financial assets	368,268
<b>TOTAL OTHER INCOME</b>	<b>368,268</b>
<b>TOTAL REVENUE &amp; OTHER INCOME</b>	<b>27,842,999</b>



COMPOSITION OF EXPENSES	2019/20 (\$)
Salaries & employee benefits	(17,229,167)
Administration	(1,995,412)
Maintenance costs	(766,129)
Catering & food supplies	(1,298,147)
Depreciation & amortisation	(1,054,132)
Fair value loss on investment property	-
Utilities	(753,417)
Insurance	(489,810)
Finance costs	(225,294)
Cleaning & laundry expenses	(142,720)
Resident & client expenses	(1,261,347)
Abnormal expenses*	(218,971)
<b>TOTAL EXPENSES</b>	<b>(24,534,633)</b>
COVID-19 net effect	(1,027,288)
<b>TOTAL EXPENSES including COVID-19 net effect</b>	<b>(26,461,834)</b>



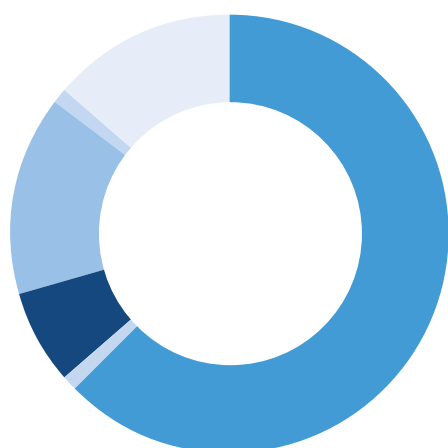
## STATEMENT OF FINANCIAL POSITION AND CASH FLOWS

Total Assets of Peninsula Villages amounted to \$129.5m with total liabilities being \$91.6m.

Cash, cash equivalents and other financial assets are \$18.8m and confirm the financial stability of Peninsula Villages.

Cash flows generated from operating activities was \$2.06m for the year (\$2.31m the previous year).

Capital expenditure totalling a net \$28.4m was spent this year as part of the overall strategy of continual improvement to our facilities and land holdings.



### COMPOSITION OF ASSETS 2019/20 (\$)

Investment property	43,494,059
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Cash, cash equivalents & financial assets	2,859,037
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Financial assets	15,948,647
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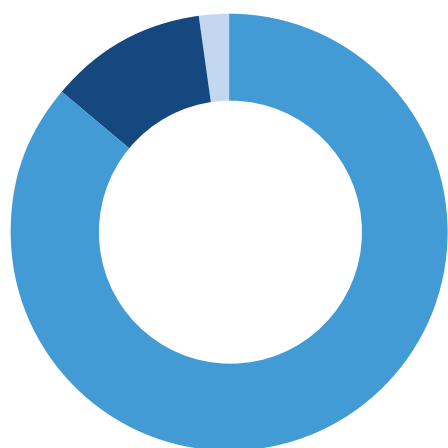
Property, plant & equipment	33,640,504
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Trade & other receivables	2,376,234
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Intangible assets	54,863
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Capital works in progress	31,149,080
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<b>TOTAL ASSETS</b>	<b>129,522,424</b>
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### COMPOSITION OF LIABILITIES 2019/20 (\$)

Loans & borrowings	78,989,952
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Trade & other payables	10,727,451
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Provisions	1,852,798
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<b>TOTAL LIABILITIES</b>	<b>91,570,201</b>
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Independent Living  
Residential Aged Care  
Memory Support Units  
Respite and Palliative Care  
Home Community Care



PENINSULA  
VILLAGES

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