



benetas

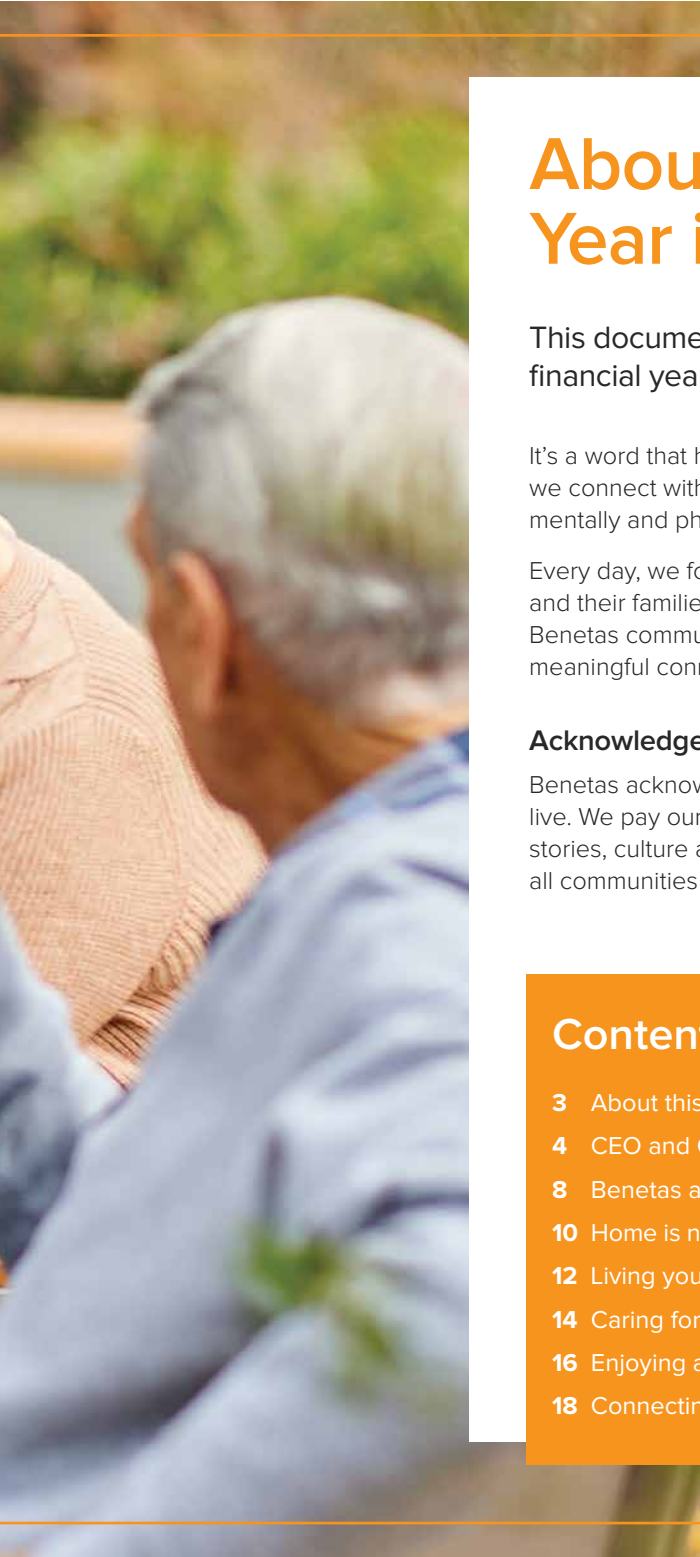
Year in Review

2022-2023





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About this Year in Review

This document shares our achievements during the 2022-23 financial year. Our theme for this Year in Review is **Connection**.

It's a word that holds different meaning for everyone, but we can all agree that how we connect with each other, our environment and the world around us – socially, mentally and physically, is incredibly important to our quality of life.

Every day, we focus on making sure we connect with each other, our customers and their families, in a positive, enriching way. We thank all the members of our Benetas community for another year of care, engagement, support and making meaningful connections.

Acknowledgement of country

Benetas acknowledges the Traditional Owners of the land where we work and live. We pay our respects to Elders past, present and emerging. We celebrate the stories, culture and traditions of the Aboriginal and Torres Strait Islander People of all communities who also live and work on this land.

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Making meaningful connections

As CEO and Chair of Benetas, we are pleased to present the **2022-2023 Benetas Year in Review.**

Our 2022-2023 Year in Review focuses on connections — how we make them, how we keep them and why they are important.

Circumstances outside our control over the past few years have left many of us feeling disconnected at times, and raised appreciation for the benefits we experience when we feel that link with other people.

As an aged care provider with a full service offering across the continuum of care — health care, home care, residential aged care, respite services and retirement living — Benetas fosters meaningful connections among employees, customers, families and communities.



Image

Sandra Hills OAM, Chief Executive Officer, and Michael Urwin, Chair





Stepping into industry leadership

This year, we remained focused on delivering on the goals of our Next Generation Strategy to support the future sustainability of our organisation.

We continued to champion the rights and interests of our customers and employees, against the backdrop of an ever-changing sector, by taking a leadership position on the issues that matter to them.

Following the Royal Commission into Aged Care, we welcomed the new federal government's focus on sector reform and its intention to improve the experience of older Australians.

We were pleased to see the Fair Work Commission announce an increase of 15 per cent to the minimum wage rates of frontline aged care employees governed by the Aged Care, Nurses and Social, Community, Home Care and Disability Services Industry Awards. The increase acknowledges the true value of the work our employees undertake, something that has been long overdue. We also acknowledge the commitment of the Federal Government to fund this increase and have continued to lobby for similar recognition of other employees who are vital to the delivery of aged care services.

We continued to influence positive change across our sector as a member of the consolidated industry body Aged and Community Care Providers Association (ACCPA).

Throughout the year, we advocated for greater collaboration across the sector to improve customer experience, a stronger focus on leveraging the expertise of providers in system redesign, and taking a long term view to better position the industry to support the needs of an ageing population.

Caring for our customers

Over the past year, supporting our customers to make and retain meaningful connections remained a focal point. As attitudes towards COVID-19 prevention measures in the broader community relaxed, we remained committed to keeping our employees, residents and their loved ones safe by focusing on reducing outbreaks.

We continued to work diligently on implementing relevant findings from the Royal Commission into Aged Care and other industry-wide best practice initiatives as they emerged. In October, we successfully implemented the new federal AN-ACC funding arrangements for residential aged care.

In December, we implemented our new industry Code of Conduct, focused on improved safety, health, wellbeing and quality of life for people receiving aged care. The code makes clear the behaviours we must all demonstrate towards each other and our customers, every time we interact. It reflects our focus on acting with integrity, accountability and impartiality and meeting our legal and ethical obligations.

In December 2022, Star Ratings for all residential aged care service providers across Australia were introduced, allowing customers to compare the quality of aged care homes. In April 2023, the National Aged Care Quality Indicator Program expanded to include six new quality indicators that measure activities of daily living, incontinence care, hospitalisation, workforce, consumer experience and quality of life.



Developing our team

This year, despite sector-wide talent shortages, we remained focused on attracting and retaining our quality employees through a range of development programs.

We did this by recognising our employees' amazing contribution while helping them to build strong career pathways in aged care.

Through our Emerging Leaders program and Managing Skills Training program, we're investing in the next generation of leadership across our organisation.

Our SPARK traineeships, Scholarships program and Transition to Practice program are also supporting more people to begin and develop their careers in aged care.

We are pleased that the environment we create and champion attracts quality people who are driven by the right values, across the organisation.

This year it was exciting to welcome three experienced, innovative leaders to our Executive Leadership team – **Elyssia Clark**, General Manager Customer, Insights and Marketing, **Alicia Goddard**, General Manager People, Culture and Diversity and **Campbell Richards**, Chief Financial Officer and Company Secretary.

Fostering meaningful connections

The connections we make with others give our lives meaning. Benetas, as an organisation and service provider, means different things to different people. For our home care clients, we are a friendly face and a helping hand. For our residents, we are a team of carers and support workers who provide support, strength and confidence and look after their needs so they can live life to the fullest. For the broader community, we are an organisation that truly cares about older Australians. For our team members, we are a place to grow, thrive and show every day, in every way, that Care Comes Naturally.

This Year in Review demonstrates the way we have made, strengthened and encouraged connections in 2022-2023.

Michael Urwin
Chair

Sandra Hills OAM
Chief Executive Officer





Vision

A positive, fulfilling experience of ageing where everyone has the opportunity to live their best life.

Mission

We will provide older Victorians, their families and carers, with high quality services and environments that respect their independence and individuality.

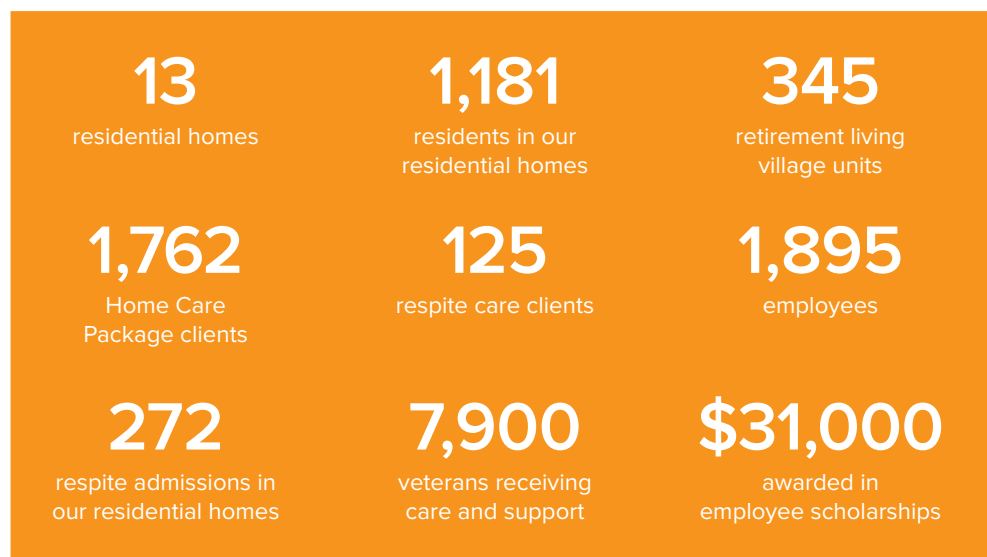
Values

- Respect** We take the time to understand and value each person and respect their choices.
- Responsibility** We act with integrity toward our customers, their families and carers, our supporters and the broader Anglican community.
- Community** We strive to build strong relationships and communities of interest among all stakeholders by working together in an open, involving way.
- Spirit** We build a positive, energetic culture dedicated to creating fulfilling life experiences for older people.

Who we are

Benetas is a leading not-for-profit provider of residential aged care, retirement living, in-home and community services, respite and allied health in Victoria.

We were founded by the Anglican Diocese of Melbourne in 1948. Today, while our heritage inspires our commitment to provide quality care, we are dedicated to the principle and practice that our services are not limited to those who share our story.



*All figures as at 30 June, 2023.

Home is not just a place, it's a feeling

The 1,181 residents who live in our 13 aged care homes know that home isn't just a place, it's a feeling. It's where we connect with each other, feel safe and loved, and find peace and happiness.

With more than 75 years' experience, we are passionate about understanding the individuality of our residents and their needs.

In late 2022, Catalyst Research conducted a survey asking more than 5,500 people across Australia about what they were looking for when choosing a residential aged care home. The survey found that the quality of meals, cleanliness, care and quality of staff are the most influential factors when choosing an aged care home for a loved one. With a focus on continuous improvement, these learnings have helped to inform our decision making.

Celebrating individuality

Getting to know our residents better as individuals, respecting them and learning about their likes, dislikes and life experiences results in better connections.

First launched in 2022, our Best Life Ambassador program was created for team members at Broughton Hall and Gisborne Oaks. The program, which we have also rolled out in our Home Care team, focuses on ensuring our team members see beyond an individual's behaviour. The program puts residents at the centre of decision-making about what's best for them and encourages our team members to be flexible, adaptive and creative as they implement thoughtful and engaging ideas and solutions.

Quality meals

Enjoying quality, well-balanced meal options is critical to maintaining mental and physical health and wellbeing. In July 2022, our catering partner at St Paul's Terrace, Contemporary Catering, won the Site Caterer award in the Restaurant and Catering Hostplus Awards for Excellence.



"Mum feels very much at home here. When I arrive to see her, she's often doing one activity or another, whether it's music or dancing, keeping her mind and body active."

Jill Calegga

How we spend our time

We commenced a successful trial of the Tovertafel technology at our Gisborne Oaks home ahead of a broader rollout across multiple homes. Tovertafel interactive game technology promotes joy and social connection for residents, particularly people living with dementia. The games use light projections to stimulate physical, cognitive, social and sensory responses, promoting happiness and increasing positive emotions.

This year we also collaborated with Queensland University of Technology and La Trobe University in Victoria on a project to refine our virtual reality online implementation toolkit for team members. The virtual reality pilot was trialled at Colton Close and Gisborne Oaks, allowing our residents to virtually travel, enjoy new experiences, and relive memories of trips from their past. The technology provided us with an opportunity to improve residents' social connections and engagement, and contributed to the evidence base about implementation of virtual reality in the residential aged care sector.

The beauty around us

Our residential aged care homes offer residents a comfortable, stylish and safe environment where they can enjoy a range of activities while feeling part of a community. We understand the importance of an

individual's physical environment to their wellbeing and sense of self. This year, we undertook refurbishments to improve the aesthetic and functionality of two of our aged care homes.

We completed an extensive refurbishment of the 30-bed Victoria Wing at Broughton Hall in Camberwell. It included laying new carpet in the bedrooms and corridors, installing new feature dado wall protection, painting the bedrooms, corridors and common areas and introducing new furniture and blinds in communal areas.

We also refurbished the two separate 30-bed wings at St George's in Altona Meadows. This project included replacing all flooring throughout the common areas and painting all bedrooms, common areas and service areas. The refurbishment included a new, contemporary colour palette, significantly improving the look and feel of all the updated areas.

How we connect

This year our Colton Close team introduced a Gratitude Tree and Happiness Tree to enhance communication and sharing between team members, residents and their families. The Gratitude Tree displays our values and allows team members to share positive messages with each other to learn and grow. The Happiness Tree allows families and visitors to share messages of happiness and thankfulness with the Colton Close community.

Kindness counts at Colton Close

"When I first visited Colton Close I was immediately struck by the friendliness and warmth of the staff and the management team," says Jill Calleja, whose mum Mavis has been a resident since May 2023. "Mum was living at another retirement village and we weren't happy with aspects of it and a friend whose mother lives at Colton Close recommended it to us."

Mavis spent a few weeks at Colton Close under respite arrangements so she and Jill could get a feel for the rooms, meals, staff, ambience and level of care. They both loved it and Mavis moved in permanently not long after.

"Mum has a lovely big room which has been recently renovated and one of the walls is painted a gorgeous shade of green. There's a little lounge room attached to her room where she can watch TV and sit either by herself or with other people," said Jill.

"She feels very much at home here. When I arrive to see her, she's often doing one activity or another, whether it's music or dancing, keeping her mind and body active," Jill said.

"What's really struck me though is the level of genuine care from the staff here," said Jill. "They are all so friendly and kind to mum and to me as well. Nothing is a problem and when I take mum out she always gets lovely compliments from them on how she looks and what she's wearing. It's everyone, from whoever is in charge on the floor that day, to the nurses, carers, other team members and the reception team. It's so genuine and kind and makes us both feel so good."

Living your best life

It was another busy year for our retirement villages, which offered clients a peaceful, connected community environment and a range of leisure, support activities and services.

In July 2022 we welcomed the first residents into our St John's Rise Retirement Village in Mooroolbark.

Residents continued to move into St John's Rise over the course of the year and a wonderful new community has now been established.

At Dalkeith Heights Retirement Village, in January 2023, all 158 homes became fully occupied, highlighting the strong appeal of the village to local retirees in the region.

Our Bridgewater Lake Retirement Estate in Roxburgh Park continued to expand throughout the year with an additional four units completed in June 2023, bringing the total to 157. The open day featured display home tours, and complimentary ice cream and Devonshire Teas for visitors who were able to enjoy a chat with current residents as they looked around the estate.



Image

Bridgewater Lake residents Peter and Beth (left) and Olwyn, Joe and Elaine (right).



“I live here with my daughter and we have really found our place in the sun. It’s like being part of a big family.”

Nicola Kelly, Bridgewater Lake resident

Enjoying connection and community

Bridgewater Lake resident and artist Nicola Kelly doesn’t need to step too far outside her front door to find inspiration for her next painting. “Our main street here is lined with beautiful, heritage-listed gum trees and whenever I get home it really is like walking into an oasis, our own village. I live here with my daughter Deanne who has Down syndrome and we have really found our place in the sun. It’s like being part of a big family. There’s always something on and we both enjoy making the most of activities like pizza and trivia nights, happy hour and the monthly big breakfast. The beauty of living here is we both feel safe and welcome and we can be involved in what’s going on as much or as little as we like,” says Nicola who has lived at Bridgewater Lake for a decade.

The community spirit at Bridgewater Lake is very special and each year since 2012 (except during COVID-19 restrictions) residents have held an art show. The 2022 art show included works from residents, local independent artists, and local art groups. There were around 135 works on display and Nicola, one of the organisers, says putting on the art show every year is a team effort. “The art show runs all weekend. On opening night we put on drinks and finger food and there’s also Devonshire Teas with homemade scones to enjoy on Saturday and Sunday,” said Nicola. “Everyone gets involved, not just the artists displaying works, and it’s a lovely way to interact with the local community, raise some funds for charity and display some beautiful pieces.”

Caring for clients in the community

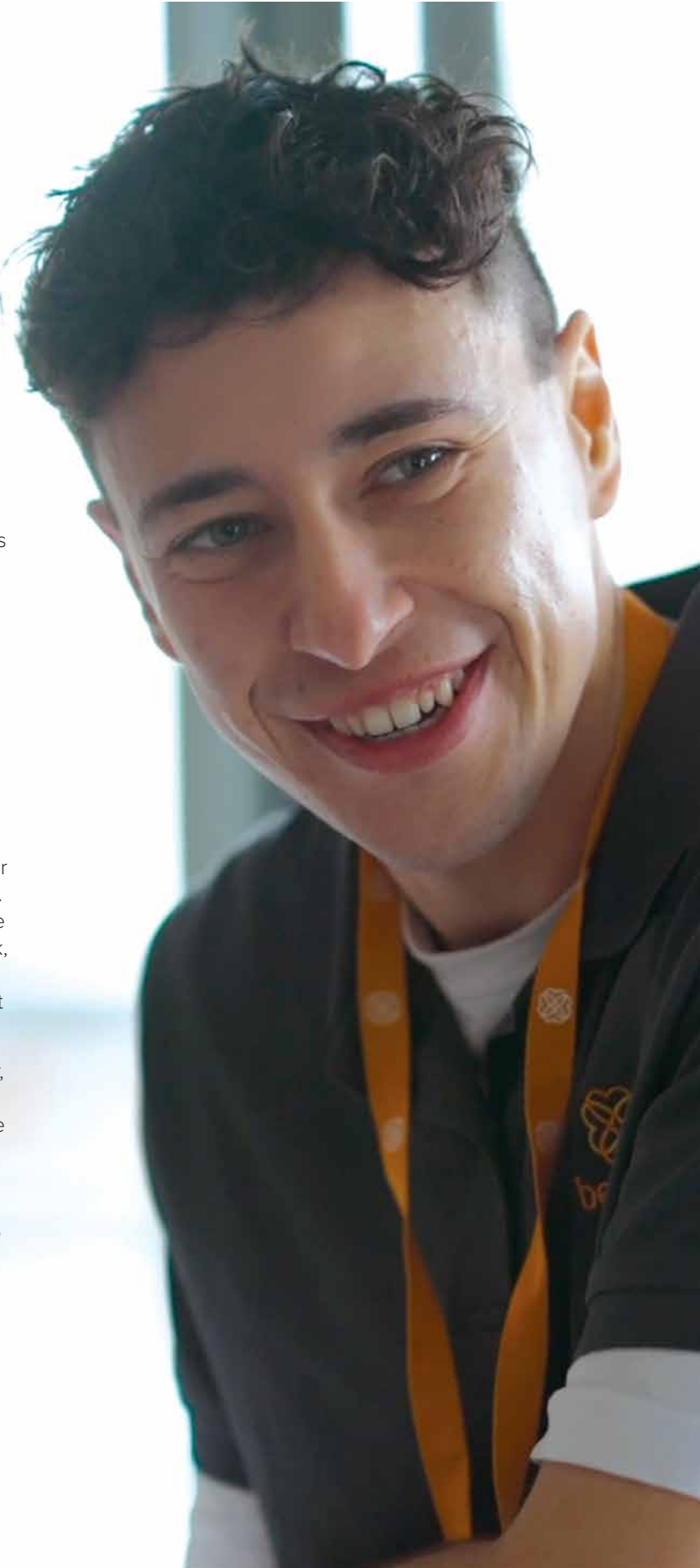
This year was another positive one for our Community Health and Care (CHC) team as we grew our Home Care client service base and welcomed new team members in the Gippsland region.

We marked the official start of Benetas providing Commonwealth Home Support Program (CHSP) services to customers within the Baw Baw and Latrobe Council areas as well as Hepburn and Macedon Ranges Shire Council on 1 July 2022. To celebrate, CHC held a team meeting and lunch for more than 30 volunteers and 55 employees in Traralgon.

Based in Warragul, our Gippsland CHSP Social Support Group supported meaningful connections for clients across the Baw Baw Shire. The initiative gave them the opportunity to meet and develop friendships in their local community by participating in one of 10 facilitated social groups.

Our CHC leadership team participated in a Vertical Growth Program during the year, to further develop their growth mindset and foster a values-based team culture. Program participants, including executives and front line leaders, were inspired to bring their best selves to work, leveraging strengths to help carers and other front line team members feel better supported to deliver the best quality care and experience for clients.

Connections remained a focal point throughout the year, both within the CHC team and more broadly with our clients. Our CHC team members who support back office functions continue to meet twice each year to share ideas and stories, get to know each other better, and talk about their experiences of working with us. These important connection opportunities have also helped to create consistency of care as we share knowledge and processes across the regions we service.



A helping hand at home

Our Home Care team continued to offer the very best support to clients helping them with everything from personal care, nursing health and therapeutic care, to shopping, meal preparation, cleaning and social outings. Sebastian Torero, who works as part of our CHC team as an In Home Service Assistant, sums it up when he says, “you want to know that someone is taking good care of your parents when you can’t, and that someone really cares about them – at the end of the day, I think that’s very important.”

Sebastian joined our CHC team in May 2023 and was looking for flexibility and a sense of purpose in his work. “I’m really passionate about helping others and making strong connections with clients,” says Sebastian. “What I love about my job is listening and showing that I care about my clients’ wellbeing. At the same time, I have also grown as a person from the interactions I’ve had with them.”

Samantha Reeves, Senior In Home Service Assistant (and Sebastian’s manager) understands it can be challenging to attract people to work in the aged care sector in a competitive environment for talent. “We create a welcoming environment for team members and make sure they feel supported and enjoy their work. We can offer team members flexibility with shift hours and the opportunity to make a positive difference to an older person’s life. Making meaningful connections and bringing a little bit of joy to someone every day at work – who wouldn’t want that?”

“What I love about my job is listening and showing that I care about my clients’ wellbeing. At the same time, I have also grown as a person from the interactions I’ve had with them.”

Sebastian Torero
Benetas In Home Service Assistant





Enjoying a little respite

While rewarding, people caring for an ageing loved one often need a break and support. This year, we continued to provide peace of mind for carers, through our respite centres and in our residential aged care homes, knowing their loved ones will be cared for.

Our day activity and short stay respite programs offer great opportunities to socialise while enjoying trips to the beach, shopping, cinemas and parks, as well as other special outings.

Respite centre activities continued to promote inclusion and fun. At Kilby House in Glenroy, Mondays and Wednesdays were a feast for the senses, with respite program participants enjoying Italian themed days. While the smell of garlic and onion simmering on the stove wafted through the centre, respite clients were throwing down cards as part of a traditional Italian game and enjoying the sound and smell of espresso brewing in the background. Our team members at Kilby House pride themselves on getting the cultural experience just right for their 13 regular clients, who happily tell their friends and family that the time they spend at Kilby House is the best part of their week.

At our Hurlingham Day Centre in Frankston, respite clients were supported to maintain community connections, with outings such as a trips to a Vietnamese temple and the Frankston boardwalk. The respite facilities at Hurlingham operate throughout the week and are set up to be as home-like as possible with delicious home cooked meals. The team worked hard to support clients with interesting and enjoyable activities, experiences and outings. In April this year, it was pleasing to see the team receive positive feedback following an audit from the Aged Care Quality Commission.

Team members at both Kilby House and Hurlingham also incorporated the Tovertafel interactive game technology on site this year. The technology promotes physical, cognitive, social and sensory responses from users and puts a smile on everyone's faces.

Image

Clients Des, Sandra and Kay at Mornington Pier (top left), Clients Kay and Carol (right), Clients Kay, Sandra and Fritz at Garden World (bottom left).

Connecting with our customers

It's a privilege to care for our customers, and they are at the heart of everything we do.

In October 2022 we launched a new campaign Care Comes Naturally. The campaign features team members from across our business, shining a spotlight on the important role they play in ensuring people know who we are and what we stand for. The campaign highlights our employees' passion for their job and genuine care for their clients.

The tagline "true connections lead to better care" highlights how strong relationships between our team members and customers results in more tailored, quality care. Care Comes Naturally was launched on radio and digital channels, and was very well received.

As part of our response to the Royal Commission into Aged Care, Benetas' Quality, Risk and Safeguarding team created a framework aimed at protecting and promoting the dignity of our customers.

The framework balances our duty of care to focus on every person's safety and security and their right to make choices about the way they live their lives.

Our Pastoral Care services were again in high demand this year, providing a valuable support for our residents and clients as well as their families. This non-denominational service caters to people's individual needs, taking into account their cultural, emotional and spiritual wellbeing.

The Pastoral Care services are part of a broader strategy that meet the needs of the whole person. The cultural, emotional and spiritual well-being of clients, families and team members are supported by our Pastoral Care Practitioners in our residential aged care services. The model aligns with the National Guidelines in Spiritual Care in Aged Care, and the Aged Care Quality Standards.

We continue to look for opportunities to advocate for and support older Australians, both within our own communities and across the sector. In January 2023, we joined the Care Economy CRC, as one of 88 aged care sector partners focused on providing an industry-led approach to collaborative research. Our newly created, in-house Insights function drives evidence-based business decisions and translates data into useful, practical insights our team members can incorporate in their day to day work.



In March 2023, we ran a pilot program to administer the Quality of Care Experience (QCE-ACC) and Quality of Life (QOL-ACC) surveys, sharing our learnings across the broader aged care sector. The pilot's aim was to increase the survey return rate by better understanding our residents' preferences and potential barriers to completing the surveys. The successful pilot resulted in a final report, a series of LinkedIn articles and several presentations at industry conferences, further building aged care sector knowledge.

In April 2023, we signed a joint statement as Aged and Community Care Providers Association (ACCPA) members to demonstrate our support for LGBTIQ+ older people as they navigate their way through aged care service offerings. The statement sends a message to all our stakeholders and our entire community that LGBTIQ+ people are welcome and respected in our aged care services.

Star Ratings were introduced across the industry in December 2022. Aged care homes receive a rating between one and five stars to indicate the quality of care across four key areas of performance, which include residents' experience, compliance, staffing and quality measures. Outcomes in these four subcategories inform an overall Star Rating.



As at June 2023, Broughton Hall, Gladswood Lodge, St Laurence Court Eaglehawk, St Paul's Terrace, Gisborne Oaks and The Views all achieved a four star rating (out of five). All other homes achieved three stars (out of five).

Our One Wish program provides special, one-off gifts or experiences for Benetas customers to help make their dreams come true. The program sees Benetas team members complete an application on behalf of their customer to fund a specific request. In December, we helped a customer to fulfil a wish to visit their family interstate.

Our Hardship program assisted a number of our customers this year, covering services such as rental support, and the provision of goods like washing machines and fridges for those in need.

Benetas supports the industry-wide Centre for Cultural Diversity in Ageing, with the Centre co-located at our East Hawthorn office. The Centre is funded by the Department of Health and Aged Care under the Partners in Culturally Appropriate Care (PICAC) program and provides expertise in culturally inclusive policy and practices for the aged care sector. The Centre had another busy and progressive year. In November, new Manager Nikolaus Rittinghausen was appointed, bringing with him broad experience in multicultural affairs across a variety of sectors. The Centre also released season two of its popular "One Size Does Not Fit All" podcast series this year.

The podcast is an important communication and connection tool, and a valuable way for older people's voices to be heard. The Centre was recently recognised for its innovative Diversity Mentoring Program, which is changing the aged care landscape in working individually with providers to build their competence and commitment to delivering culturally inclusive care. The Centre also continues to provide national training support through its webinars on key topics important to the sector to continue fostering inclusive service provision across the country.

Benetas Veterans' Home Care Assessment (VHC) Agency expanded in May 2022 to include the provision of services in rural Queensland. As a result, the team currently provides care for 7,900 clients in Victoria and Queensland. The expansion has resulted in the team coordinating VHC services for an additional 2,700 clients, an increase of 51 per cent.

During the financial year, the team conducted in excess of 20,000 reviews with veterans and their families and approved an average of 33,000 hours of services each month on behalf of the Department of Veterans Affairs.

We continue to strive to meet and exceed our customers' needs and expectations. In July, we received a nomination in the Organisation Award category at the annual Leading Age Services Australia (LASA) Excellence in Age Service Awards.

Our people connecting

Benetas is focused on ensuring team members enjoy an enriching, safe, inclusive and connected workplace. We engage with our employees, celebrate their milestones and achievements and support them in their ambitions and career progression.

We show appreciation in many ways, one of which is our Aged Care Employee Day award program. Individuals are able to submit online nominations to recognise the contribution of their peers, and an executive panel is invited to judge the entries in categories across Residential Services, Community Health and Care, Support Services, People Leadership and Volunteers.

Connecting knowledge with capability to develop team members

Our cross-functional Emerging Leaders program supports and helps realise the potential of the next group of leaders across our organisation. Our emerging leaders group undertook multiple workshops focused on development this year, covering key topics such as management capability, leadership, communications and performance management. The feedback about the program showed that our emerging leaders felt inspired and empowered.

Following a successful pilot, we rolled out our Manager Skills Training program. The program supports foundational and ongoing skill and capability development for all employees at manager or team-leader level. It's delivered through short learning modules and helps ensure key management processes are well understood and implemented.

Six team members received Benetas scholarships of up to \$6,000 for training fees, materials, and services to support them to study nursing, wound care, dementia care, palliative care and more.

Our SPARK traineeship program has been in place since 2019, allowing participants to complete "on the job" training while they undertake a Certificate 3 in Individual Support. During the training they learn and gain confidence and when they finish their traineeships, they continue their employment as fully trained and qualified personal carers. During the year we had 10 team members start in residential services and another 23 start as part of the home care services team.

A total of 47 have completed the program over the past four years, including 37 in residential aged care and 10 in community home care with a completion rate of 58 per cent.

Residential lifestyle coordinators attended a training session to better equip them with the knowledge to support the LGBTIQ+ community. The session was run by Pauline Crameri and Andrew Rogers from Val's LGBTI Ageing and Aged Care program and covered the history, social and individual impacts of discrimination, policy and legislative frameworks, and best practices for community inclusion.

Building a talent pipeline for the future

With ongoing employee shortages across the aged care sector, we continue to initiate innovative ways to attract talented individuals to our team.

We established a new Talent Acquisition team, to identify and hire people for available roles and build talent pools for the future.

Throughout the year, our Talent Acquisition team members, in partnership with our Residential and Community Health and Care leaders, attended and presented at job fairs, exhibitions and recruitment events. The events generated numerous applicant leads from qualified health professionals and students interested in joining our team.

In August 2022, Benetas team members presented to nursing students from Federation University about career opportunities in aged care. They talked about their career journey and experience, their passion for the aged care sector and the unique career pathways available to nursing students.

We also partnered with Aged and Community Care Providers Association in February 2023 to deliver the Transition to Practice education program. The program focuses on supporting graduate and experienced Registered Nurses and Enrolled Nurses to transition into aged care. As part of the program, participants attend weekly education sessions and work closely with senior Benetas nurses.



Volunteering to connect

Our enthusiastic group of selfless volunteers work across Benetas, making connections with team members, clients and their families, adding to the positive social fabric of our community.

In June 2023, the Corowa Court Lifestyle team hosted a thank you lunch for 32 volunteers, who officially opened a gazebo that was purchased for the home by the Mount Eliza op shop.

Volunteers also contribute to the positive social atmosphere at our residential homes. Rosie Siddle runs the knitting and chit-chat group every Wednesday at Dalkeith Gardens and Stephan Lavery entertains residents at Colton Close with his musical talent. Stephan has entertained at Benetas for more than 25 years and connects with residents by playing their favourite songs, encouraging everyone to sing along and brightening their day. Our Meals on Wheels team in Gippsland provide much needed services, including social support to our clients.

Connecting through culture

As the Residential Services Manager at Broughton Hall in Camberwell, Simrat Dhillon knows that home is where the heart is. She lives this every day. “Camberwell is a beautiful old suburb, and Broughton Hall is a lovely heritage-listed building which gives it a warmth and makes it a very homely environment for staff and residents,” says Simrat. “I enjoy working here so much and helping to create a beautiful, caring environment for the 65 residents we look after.”

“Working in aged care, you need a big heart, and I foster an approachable culture of understanding, communication and discussion for my team and our residents,” she said.

The key to making positive connections, says Simrat, is getting to know people as individuals. Little touches can make a big difference.

Simrat has also benefited from Benetas’ commitment to employee learning and development. “I’ve been with Benetas a little over 12 months and in that time I’ve been part of the Emerging Leaders program and the Best Life Ambassador program – both of which were fantastic. I learnt so much about leadership styles and how to apply them. It’s valuable training which supports me to be the best I can be in my job every day, and which I can also share with my team,” she said.

Celebrating our people

Aged Care Employee Day

We acknowledged Aged Care Employee Day on 7 August with the annual Benetas Aged Care Employee Day awards, with team members nominating colleagues and volunteers who go above and beyond.



Wear it Purple Day

Benetas celebrated Wear it Purple Day on 26 August, 2022 with the theme Still Me, Still Human, promoting equality for all. The Benetas community was invited to dress up in purple to support the LGBTIQ+ community. The best dressed teams from the day won hampers, including the team at Macedon Ranges Health, Corowa Court and Mitcham.



Acknowledging our team

Our employee long service celebration was held in October 2022 at Melbourne Zoo, recognising the commitment of our team members. A total of 54 employees celebrated 10 years of service, nine celebrated 15 years, six celebrated 20 years, three celebrated 25 years, and two celebrated 30 years of service.

In March 2023, team members enjoyed our employee gala dinner at South Wharf. The event was a celebration of their achievements and the amazing contribution all our people make every day, supporting our customers.

NAIDOC Week

For NAIDOC week this year our team members had a yarn and listened to music with Uncle Shane Charles, a proud Yorta Yorta, Wurundjeri and Boon Wurrung Man. Uncle Shane Charles has worked in the education, justice and cultural heritage sectors as an academic and government advisor. He talked with our team members about his journey and the connection he shares with Country.

R U OK? Day

A range of our sites marked R U OK? Day in September 2022, holding morning teas to encourage people to stay connected and have meaningful conversations. Our Employee Assistance Program regularly supports our team members to manage emotional and spiritual health.



International Nurses Day

Benetas celebrated International Nurses Day in May 2023 with the theme Our Nurses. Our Future, highlighting the role nurses play in shaping future healthcare trends and delivery. Benetas has developed career pathways and programs for nurses, which provide guidance and mentorship to recent graduates and others transitioning to aged care from other sectors.

International Women's Day

Benetas celebrated International Women's Day under the Embrace Equity theme in March 2023 promoting understanding of the need to create an inclusive world. Benetas embraces equity, diversity and inclusion. Our executive team struck the 'embrace equity' pose for International Women's Day as part of a broader strategy to raise awareness.

Our Board of Directors



Michael Urwin

Appointed to the Board in September 2016
Appointed as Chairman in December 2018

B.A. (Hons), Dip.Ed (Melb), FACE

Former Brighton Grammar School Headmaster, Michael Urwin, is an active member of the Anglican Church, having been a member of the Diocese of Melbourne Archbishop Council, and has served as the Vicar's Warden at his local parish, St Silas in Albert Park. He has also served as the Registrar of the Diocese.

During his time as Headmaster at BGS, Michael filled a number of external roles including Chair of the Associated Public Schools, Chair of the Victorian Branch of the Australian Heads of Independent Schools Association, and Trustee of the International Boys Schools Coalition.

To contribute wherever he can, Michael understands it continues to be a demanding time to be involved in aged care and wishes to support Benetas to be the best aged care provider possible. Michael believes in the power of strong, ethical leadership on younger professionals and the importance of creating a culture that allows all staff to be valued and developed. Michael also serves as Chair of the Board of Christ Church Grammar School.



Sean Balding

Appointed to the Board in October 2017

B.Comm, GICD

Sean Balding is an executive who brings significant experience across finance, risk management, M&A and organisational management to the boardroom. Most recently he was the Chief Executive Officer of boutique insurer Eric Insurance and prior to that he was a partner at EY where he worked across audit, risk management and transaction advisory services. In his executive career he has worked as a Chief Financial Officer and Chief Operating Officer. He has over 30 years of experience across multiple industries and has worked in highly regulated enterprises.

Sean brings a strong focus on strategy, balance sheet management, continuous improvement, digital transformation and information security to the Benetas Finance and Risk Management Committee of which he is Chair. Sean is passionate about ensuring organisations align purpose with strategy. He looks forward to continuing to support the Benetas executive team as they implement the organisation's strategy.



Helen Bloustein

Appointed to the Board in June 2017

B.Comm, Cert. Actuarial Techniques (IFoA), MAICD

Helen Bloustein brings to Benetas broad experience in investment management, superannuation and best-practice approaches to sustainability management and reporting.

She has held positions as a fund manager and Australian equities investment analyst at global Investment Management firms and been a member of the executive management team at a leading Superannuation Fund.

Helen's public sector experience includes the Bureau of Meteorology, and EPA Victoria where she project managed the United Nations Environment Programme Finance Initiative (UNEP FI) in Australasia.

She was seconded to UNEP FI's head office in Geneva and worked with international financial institutions to integrate environmental, social and governance practices into their business processes.

As Chair of the Investment and Funds Management Committee, Helen is proud to contribute to Benetas and to support the organisation in their provision of quality care to older Victorians.



Susan Campbell

Appointed to the Board in December 2014

FCPA, MAICD, MBA, BCom, GradDip (SIA),
Cert IV TAA

Susan Campbell brings to Benetas a range of skills in risk and finance, and many years of experience in governance, having previously been a long serving board member with Heritage Bank. Her consulting company was also active in training in risk and finance for financial services companies. Her previous employment has included working with global banks in Melbourne and London, corporate treasuries, CPA Australia and as a senior lecturer at RMIT University and LaTrobe Graduate School.

In addition, Susan is also author of a number of books on the topic of risk and is a regular contributor of articles to professional magazines.

Susan is very proud of the way Benetas staff and residents have handled 2023. She sincerely hopes that whilst the staff have done an amazing job, we will continue to build an even better aged care system and a stronger organisation.

Susan is also a member of the Finance, Audit & Risk Committee, and the Investment & Funds Management Committee.



Professor Deirdre Fetherstonhaugh

Appointed to the Board in December 2016

Dip Appl Sci (Nursing); Renal Cert, BA, MA,;
PhD, RN

Professor Deirdre Fetherstonhaugh is the Director of the Australian Centre for Evidence Based Aged Care (ACEBAC) at LaTrobe University. Deirdre's research focuses on the translation of research evidence into aged care practice, the ethical implications of clinical practice, decision-making for people with chronic conditions such as dementia or renal failure, sexuality and dementia, and measuring performance and clinical risk in residential aged care. She is also currently involved in developing and delivering education and training to the aged care sector.

Deirdre is dedicated to raising the profile of care staff in residential aged care, strongly believing that they deserve greater recognition and understanding of the work they do. With many years of experience in the aged care sector, Deirdre brings invaluable research skills and an understanding of the environment of residential aged care, including quality and safety in aged care, to the Benetas Board.

Throughout her life, Deirdre has always been grateful for the opportunity to keep learning. She recommends always looking for opportunity and that it's more about what you can do, not what you can't do.



Deborah Law

Appointed to the Board in July 2016

MPolAdmin, GradDipBus (Health Admin),
DipPhysio

Deborah Law is a retired specialist in health service and workforce reform and policy, focusing her work on strengthening the interface between acute health, primary health and community care and aged care. She has also worked on numerous committees at a state and national level, including the promotion of primary health care development, improving aged care, and better chronic disease management and prevention.

With a strong focus on quality systems, Deborah hopes to work toward Benetas being even more inclusive of diverse opinion and backgrounds. Deborah is excited by the approaches to care that Benetas is taking. She believes that Benetas is a vibrant and energetic organisation that can continue to adapt future models of aged care for the benefit of all older generations.

Deborah feels she has been fortunate to have worked with a number of people throughout her career, who have been fearless, compassionate and courageous, with a high degree of emotional intelligence. It is these attributes that she has tried to emulate and encourages young professionals to strive for something similar and seek out every opportunity where they present themselves.

Our Board of Directors



Associate Professor Michael Murray AM

Appointed to the Board in August 2016

MB, BS, MPH, FRACP, AFRACMA, FAAG, FANZSGM, Clinical Associate Professor

Associate Professor Michael Murray has a broad range of management, clinical and clinical teaching experience in the area of aged care. Michael is the Divisional Medical Director of Continuing Care and Director of Geriatric Medicine, Austin Health.

With nearly 30 years' involvement in geriatric care, Michael's career highlights include extensive research in continence, public health, and public policy, as well as working in education and service development. He was the interim Chief Clinical Advisor to the first Aged Care Quality and Safety Commissioner from its inception, and was the Geriatrician appointed to the Covid Residential Aged Care response – Victorian Aged Care Response Centre (VACRC). Michael is currently a member of the Aged Care Advisory group to AHPPC, and more recently appointed as member of the National Aged Care Advisory Council.

Michael holds several board and committee positions with a variety of health and educational institutions, is the president of the National Ageing Research Institute (NARI) and the immediate past president of the Continence Foundation of Australia, among others.

As a former Head Scout, Michael lives by the words 'Good, better, best. Never let it rest, till your good is better and your better is the best.'



The Venerable Helen Phillips

Appointed to the Board in June 2017

BTheol, DipMin, CertBowenFamSystems

Archdeacon Helen Phillips brings over 25 years of experience in governance, management, training and leadership in the Anglican Church and educational institutions in both Victoria and Queensland.

She is currently Vicar of Mornington and Mount Martha Anglican Church and Archdeacon of Frankston. Helen is passionate about training and empowering others to reach their God-given potential, especially as leaders, and loves to play a part in shaping people and organisations for a healthy and resilient future.

Helen's contributions to the Anglican community are many and varied, and her extensive understanding of spirituality and faith in practice plays a key role in Benetas' vision to deliver meaningful services to older people, regardless of background. With a strong connection to the values of Benetas' Anglican foundations, Helen helps to sharpen the organisation's strategic focus within the changing context of aged care.



Julia Pryor

Appointed to the Board in February 2019

LLB, BA (History&Classics), ExecMA (Leadership&Mgt), MAICD

Julia Pryor is presently the Chief Risk Officer, Superannuation, Retirement and Platforms at AMP, and brings over 20 years' experience in governance, risk and compliance to her role on the Benetas Board.

Julia has expertise in areas of financial and corporate governance, as well as a tactical and pragmatic approach to overcoming obstacles.

Julia is passionate about the superannuation outcomes of all Australians. She has a strong customer focused approach which fits in well with the organisation's Next Generation Strategy.

With a proven track record in leading complex change management, Julia is well equipped to be a part of the future direction of aged care for Benetas and the broader aged care sector. She endeavours to apply the motto 'have courage and be kind' to everything she does in life.

Our Executive Team



Sandra Hills OAM

Chief Executive Officer

MBA, GDipHumanServMgt,
GCertHlthServR&E, BA (Psych and Soc)

Sandra Hills joined Benetas in 2009 with career experience in local and state government and the not-for-profit sector and has qualifications spanning: nursing, psychology, research and business management. Sandra was acknowledged for her service to aged care and the advancement of women in the workplace with a Medal of the Order of Australia (OAM) in the General Division, in the 2017 Queen's Birthday Honour List. She has published works on social isolation, consumer engagement, promotion of good ageing and end-of-life experience, quality and best practice, and future reform agenda.

As a future-focused CEO, Sandra understands that she has a clear role in providing strong leadership for the organisation, as well as contributing her knowledge to policy development in creating sustainable aged care services across Victoria. She wants to give older people a stronger voice and feels they should be valued for their past and current contributions.

Sandra has had a number of mentors across her career but ultimately believes that 'you are in the driver's seat of your career.' Her advice to young professionals is not to be too concerned with status but be attuned to what you are passionate about and what you are good at.

Sandra continues to work in leadership roles within the industry including her positions as a Director of Anglicare Australia, a member of the National Aged Care Alliance, a member of the ACCPA (VIC) Members Advisory Committee, a member of Chief Executive Women and a Director of the Aged Care Workforce Industry Council.



Campbell Richards

Chief Financial Officer and Company Secretary

BE (Civil) (Comm), CA

Campbell (Cam) Richards joined Benetas as Chief Financial Officer/Company Secretary in 2022, having had a successful career spanning 17 years in public health, government, not-for-profit and professional services, including six years at KPMG. Cam has managed broad portfolios such as investment, financial control, commercial and government funding, as well as corporate governance.

Cam joined Benetas from Australian Red Cross Lifeblood where he spent the previous 10 years of his career. There he held roles, including Director of Strategy, Government Relations and Projects and various Finance roles including Capital and Strategic Investments, and Financial Controller.

Cam holds a Bachelor's degree in Engineering (Civil) and Commerce (Accounting), is a qualified Chartered Accountant and has also completed the Company Directors Course certification with the Australian Institute of Company Directors (AICD).

Cam is passionate about helping Benetas grow, providing strong Finance leadership as we continue to deliver sustainable aged care services across Victoria.



Helen Kemp

General Manager,
Community Health and Care

BA, MBA

Helen is a leading health and aged care practitioner, with more than 20 years' experience spanning patient facing, management consulting and executive roles.

Appointed in 2020 as General Manager of Community Health and Care for Benetas, Helen oversees the organisation's delivery of essential home care and community health programs for people across Victoria.

Drawing on her expertise in workforce management and customer-centred care, she is driving forward the division's transformation to deliver an exceptional care experience for every person it serves. Prior to Benetas, Helen was in management consulting for some 15 years with expertise in recruitment and workforce solutions for Australia's disability and aged care sectors. She has further headed the People and Culture function at a large acute public health provider, performed in executive roles at the Royal Melbourne Hospital and Health Care Australia, and has been a CEO of two start-up organisations, both of which exited successfully through trade sales.

Helen holds an MBA from the University of Melbourne's Business School and a BA from the University of Queensland. She has also trained as a nurse. She further lends her voice to effective leadership and change management in Australia's care industries to ensure consumers receive the quality of care that they need and deserve through passionate advocacy for employee development.

Our Executive Team



Verity Leith

General Manager, Residential Services

RN (Certificate General Nursing), Critical Care Nursing Certificate, BEd, GAICD

Verity joined Benetas in September 2019, with extensive experience within the aged care sector since 2000. She has held a variety of roles including: aged care quality assessor, quality business partner, site manager and executive management roles within the industry, including previous positions at Estia Health and BlueCross as regional and executive manager respectively. Verity successfully completed the Australian Institute of Company Directors course in May 2022.

Verity is committed to building and maintaining high-performance teams, enjoys meeting her customer-facing teams, and interacting with residents and their families.

She is eager to help Benetas achieve its Next Generation Strategy through strong business drivers with successful outputs. Verity's advice is to back yourself up as a professional and say 'yes' to challenges or opportunities - you never know where they may lead. Verity encourages young women to seek inspiration from other women who have successfully contributed and held leadership roles.

In the future, Verity is looking to explore board opportunities to further her already sterling career to date.

Sarah McInerney

General Manager, Quality, Risk and Safeguarding

BComm/Law, Bpharm

Sarah joined Benetas in 2021, and is a strategic leader overseeing the organisation's quality, risk and safeguarding initiatives with an enriched background in aged care, community, and health services.

Specialising in predictive risk modelling and business resilience practices, Sarah uses a forward-looking approach to navigate the sector's multifaceted challenges and regulatory shifts.

As a Pharmacist and a graduate holding a Bachelor of Commerce and Law from the Australian National University, coupled with her status as a Fellow of the Governance Institute of Australia, Sarah blends clinical and operational expertise with robust governance insights.

Passionate about marrying efficiency with empathy, Sarah not only strategises for compliant and proactive operational outcomes but also champions a culture of safeguarding, where caring is meaningful and safe.

John Staines

Chief Information Officer

Grad. Dip. Computing and B.Sc (Applied Physics)

John joined Benetas in 2022 as Chief Information Officer, with extensive experience working in the for-profit and not-for-profit sectors.

Commencing his career as a software developer, his progression to leadership roles cemented his passion for developing engaged, high-performing technology teams, in turn leveraging digital solutions with which to develop high-performing organisations.

John takes an evidence-based approach to technology enablement programs and has accreditations in Enterprise Architecture and Information Technology Infrastructure Library (ITIL) to Expert level V1-V4.

Over the years, John has always left organisations in a better digital position than they were when he joined them and he believes technology should be used in an ethical manner to help people.

His advice to young professionals is to apply your learnings to make evidence-based decisions the best way you can at the time, and learn positively from mistakes.



Bruce Webb

General Manager, Strategy, Infrastructure and Housing

BComm, MBA

Bruce has been with Benetas since 2011 and has been General Manager of Strategy, Infrastructure and Housing since August 2019.

He was previously Business Development Manager, playing an integral role in Benetas' two major amalgamations with Grace Bruce and Macedon Ranges Health. Bruce has previously held a range of senior analyst and development management positions in the investment, property and healthcare sectors.

Bruce is focused and eager to oversee the successful delivery of Benetas' Communities of Choice strategic outcome, which aims to develop integrated communities that will offer a choice of accommodation, care and services, of which there are a number of plans underway. These communities align with the Next Generation Strategy, which Bruce played an instrumental role in developing.

He is passionate about strategy and is a firm believer in having an inquisitive mind. Bruce regards having personal values that align with those of the organisation as a key factor to success.



Alicia Goddard

General Manager, People, Culture and Diversity

BAB (Bus, HR), GDip ER/IR, GCert Health Systems, MBA

Alicia joined Benetas in January 2023 with more than 20 years' experience in health, government and education industries, across not-for-profit and for-profit organisations. She has experience across strategy, governance and risk management and a strong appreciation for the role of leadership and culture in improving organisational performance. Her highly collaborative approach has brought together partnerships within public health services to deliver transformation change in workforce practices and clinical operating models.

Alicia has experience leading people and culture teams across strategic HR, business partnering, organisational development, change management, culture transformation, occupational health, safety and wellbeing, and diversity. Her approach to building and coaching others to develop and deliver strategy has resulted in teams being awarded recognition through the Australian HR Institute and Institute of Public Administration.

Alicia's focus is on building an employee experience that fosters relationships and creates strong, collaborative communities. With the people, culture and diversity team, her ambition is to provide services through shared values and ensure Benetas people provide our ageing community with the opportunity to live their best life.



Elyssia Clark

General Manager, Customer, Insights and Marketing

BA(Psy)(Media), PG Dip (App. Science), MA (Str Marketing)

Elyssia was appointed as the General Manager of Customer, Insights and Marketing for Benetas in October 2022, bringing a wealth of knowledge in data, customer experience and marketing, with deep expertise in using insights and analytics to design and deliver better customer experiences.

Building her background in research at local and overseas research agencies, Elyssia then held several senior leadership roles at Mercer, responsible for Insights and Analytics, Marketing and Customer Experience teams.

Prior to Benetas, Elyssia spent five years leading the Customer Insights and Strategy team at SEEK, where she introduced a real-time Voice of the Customer capability, streamlining feedback and focusing resources on priority areas that had the greatest customer impact.

Elyssia is also an elected Director of the Research Society Board, a Co-Chair of the CX Collective, a Customer Insights Symposium Advisory board member and also a judge of the annual Insights Award category. She holds a Masters in Strategic Marketing, a Postgraduate Diploma in Applied Science (Social Statistics) and a Bachelor of Arts in Psychology and Media.

Meetings attended by Directors

Financial year ending 30 June 2023

	Directors meetings		Quality and Compliance Committee	Financial Audit and Risk Management Committee	Investment Funds Management Committee	Governance Committee
	Meetings held		Meetings held (7)	Meetings held (10)	Meetings held (7)	Meetings held (4)
	Eligible	Attended	Attended	Attended	Attended	Attended

Directors

Michael Urwin	11	11	5	9	5	4
Susan Campbell	10	7	-	6	4	-
Deborah Law	10	9	7	-	-	4
A/Prof Michael Murray AM	11	10	6	-	-	-
Prof Deirdre Fetherstonhaugh	11	11	5	-	-	-
Archdeacon Helen Phillips	-	-	1	-	-	1
Helen Bloustein	11	11	-	-	7	-
Sean Balding	11	10	-	10	-	-
Julia Pryor	11	10	-	8	-	-

External Advisors

Dr Graeme Blackman AO	-	-	-	8	-	4
Keith Dickie	-	-	-	-	5	-
Elizabeth Loftus	-	-	-	-	7	-
Suyin Ng	-	-	-	2	-	-
Rev Dr Robert Mitchell AM	-	-	-	-	-	-
Dr Therese Riley	-	-	6	-	-	-
James Smith	-	-	-	-	6	-
Lisa Somerville	-	-	1	-	-	-

Non-Directors

Sandra Hills OAM	-	11	6	9	5	4
Neil Fawcett	-	1	-	-	-	-
Campbell Richards	-	11	-	10	7	4

Please note:

1. Leave of absence was approved by the Board for Susan Campbell (1), Deborah Law (1), and Archdeacon Helen Phillips (11) during the year.
2. Suyin Ng resigned as an External Advisor on 31st October 2022.
3. Rev Dr Robert Mitchell AM was appointed as an External Advisor to the Governance Committee on 5th June 2023.
4. Lisa Somerville was appointed as an External Advisor to the Quality & Compliance Committee on 22nd May 2023.
5. Campbell Richards was appointed Company Secretary on 5th July 2022.
6. Neil Fawcett ceased to be Company Secretary on 5th July 2022.

Financial summary

Results

Benetas recorded an operating deficit of **\$5.1m** for the 2022-23 financial year following a more sustained and challenging period where operating conditions continued to be heavily impacted by COVID-19.

The company's retained a strong focus on operational performance across our Residential, Home Care and Retirement Village services and this result represents a **\$0.4m** improvement on the 2021-22 financial year. The company also delivered a final deficit for the year of **\$821k** which was significantly improved from 2021-22 (**\$8.3m deficit**).

It is important to note that the 2022-23 result includes a number of once-off and year-end adjustments including: **\$8.7m** in the amortisation and impairment of bed licences, and **\$1.5m** in net expenses relating to management of COVID-19 outbreaks, offset by **\$5.1m** in fair value gains on investment properties and investments, **\$2.4m** from the sale of property. This leaves an underlying operating surplus of **\$1.9m**.

It is important to note that there is no underlying change to the value of our business as a result of the cessation of bed licences, and this is purely an accounting adjustment.

Highlights

Underlying surplus

FY23 UNDERLYING SURPLUS CALCULATION	\$'000
Reported Deficit	(821)
FY23 once-off items and adjustments	
Impairment and Amortisation of Bed Licences	8,747
Fair Value Gains on Investments	(866)
Fair Value Net Gain on Retirement Villages	(4,241)
Profit on Sale of Property	(2,406)
Costs incurred to manage COVID-19 outbreaks	3,341
Grant income received relating to COVID-19 outbreaks	(1,823)
Total Adjustments	2,752
Underlying Surplus	1,931

Earnings result

We have delivered a **\$1.9m** underlying surplus and a **17%** increase in EBITDA.

Growing Home Care

In FY23, we took on over 3,000 new home care customers within the Baw Baw and La Trobe Council areas, as well as the Hepburn and Macedon Ranges Shire Council. In addition to this, we also grew our home care packages by **26%**.

Retirement Villages

We further expanded our Bridgewater Lake Retirement Estate with an additional four units completed in June 2023, bringing the total number of units in the estate to 157. We have also continued the development of our St John's Rise Retirement Village with 25 units added and occupied in FY23.

Enhancing our Residential Facilities

We increased our residential occupancy by **3%** in FY23 as well as completing extensive refurbishments of the 30 bed Victoria wing at Broughton Hall and Hillview wing at Clarinda on the Park.

Regulatory Environment

Residential Care

In October 2022, the organisation transitioned from the Commonwealth's Aged Care Funding Instrument (ACFI) to the new Australian National Aged Care Classification (AN-ACC) funding model. We have invested significant time in understanding the nuances of the AN-ACC funding arrangements in order to develop strategies that maximise AN-ACC outcomes and ensure we are best positioned to continue to deliver high quality care.

Occupancy has remained a challenge throughout 2022-23 reaching a low point of **82%** in September 2022, but with a strong finish to the year at **85%**. This was the result of a multi-divisional strategy that helped drive the occupancy uplift by focusing on the fundamentals that contribute to occupancy. The challenges we faced were no different to a range of providers in Victoria where occupancy has been the most challenging across the nation. We focussed on initiatives to uplift our staffing levels as well as to strengthen our client acquisition and referral pathways. Momentum continues to build into 2023-24.

Refundable Accommodation Deposits declined for a second consecutive year, whilst occupancy increased. The slight **1%** decline was more reflective of housing market conditions where property sales slowed, and residents opting to pay a Daily Accommodation Payment instead. Benetas takes a flexible approach when admitting new clients, offering the choice for both options.

During the year the government provided additional funding in the form of further retention bonuses to care staff which equated to an additional **\$0.6m** to assist in managing the impact of COVID-19 up to 30 June 2023. We incurred additional net costs of approximately **\$1.5m** to manage the impact of COVID-19 outbreaks on our operations – this includes **\$3.3m** in costs offset by Commonwealth grant income of **\$1.8m**. At 30 June 2023, Benetas holds a further **\$2.7m** in grants not yet addressed by the Commonwealth. With higher staff turnover and continued COVID-19 outbreaks furloughing staff, this resulted in increased agency staff usage. Strategies remain in place to minimise agency use whilst balancing the practical realities and importance of delivering quality care to our residents.

Home Care

The number of home care clients choosing to use Benetas grew substantially in 2022-23. The majority of this growth came with home care package growth occurring across all regions with 303 new package clients added (or **26%** growth). In addition to this, Benetas successfully transitioned and began delivering Commonwealth Home Support Program (CHSP) services to customers for the Baw Baw and Latrobe Council areas, as well as the Hepburn and Macedon Ranges Shire Council – contributing just over 2,500 new home care clients and with a flow on to home care package growth.

Benetas is committed to continuing growth in the home care sector and seeing the significant positive impact we can have by extending our reach and service offering to support more and more Victorians in need of home care support. We continue to focus on delivering these services across a range of funding streams including Home Care packages, CHSP, Department of Veterans Affairs, and brokered, private, self-managed clients.

The Commonwealth's Support At Home initiative continues through the development and design phase and we are actively contributing and working to support the consultation and design process where possible to ensure this delivers the best outcome. We will continue to follow closely the Commonwealth's reforms in the Home Care space, and set up our business systems and processes to ensure they are best placed to service the needs of our customers for the future.

Impairment

Each year Benetas reviews the carrying value of its tangible and intangible assets to determine whether there is any indication those assets have been impaired as required by Australian Accounting Standards. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less cost to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is recognised in the statement of profit or loss.

Bed licences

Following the government's announcement in September 2021 that bed licences will cease to exist from 1 July 2024, Benetas has continued the approach from 2021-22 and performed a "value in use" assessment to determine the recoverable amount of its bed licences. The assessment concluded that those bed licences that are inactive and are not expected to be brought back online in the coming 12 months, have no "value in use" and as a result have been impaired. This equates to **\$850k**.

Available-for-sale investments

Benetas has made an irrevocable election to recognise changes in the "fair value" of our available-for-sale investments in other comprehensive income with the exception of those related to managed fund investments that are included in the profit and loss. All dividends on financial assets are recognised as other income in the profit and loss.

Valuation of Dalkeith, Bridgewater and St John's Rise Retirement Villages

Investment properties and the corresponding resident lease liabilities are required to be held at fair value. An external valuation was obtained to assist in the determination of fair value as at 30 June 2023. Adjustments to the carrying value of investment properties and resident lease liabilities was **\$13.9m** and **(\$9.7m)** respectively. The fair value adjustments reflect and increase on the values recognised in 2021-22, due to the commissioning of 25 new units that were completed at our St John's Rise Retirement Village as part of stage 1 works, and the continued strength in sales of our Retirement Village units.

Adoption of Australian Accounting Standards Board (AASB) 16

The company adopted AASB 16 from 1 July 2019.

The standard replaced AASB 117 'Leases' and for lessees eliminated the classifications of operating and finance leases. Except for short-term leases and leases of low-value assets, right-of-use assets and corresponding lease liabilities are recognised in the statement of financial position.

Straight-line operating lease expense recognition was replaced with a depreciation charge for the right-of-use assets and an interest expense on the recognised lease liabilities. The depreciation charge was **\$979k**.

For residential aged care accommodation arrangements where the resident has elected to pay a Refundable Accommodation Deposit (RAD) or bond (prior to July 2014), the company receives a financing benefit, being non-cash consideration, in the form of an interest free loan. The fair value of this non-cash consideration is required to be recognised as income (to reflect the interest free loan financing benefit received on RADs and bonds) and corresponding interest expense (to record the financial liability associated with RADs and bonds at fair value) with no net impact on profit or loss. The amount recognised as income and the corresponding interest expense was **\$7.7m**.

Social Dividend

The term "social dividend" can be understood as Benetas seeking to undertake all its activities in an efficient and effective manner, consistent with good business practices, maximising outputs and minimising costs, as would a for-profit provider. Similar to how a for-profit provider pays a shareholder a dividend, Benetas continues to allocate a "social" dividend from operational surpluses. Such activities include funding pastoral care services and research and advocacy which are not funded under the Aged Care Act, providing affordable housing for older people, funding our "One Wish" program, "Hardship" fund and "Given the Chance" program. Funding for all these activities continues and last year reached **\$619k**. Benetas also cares for a large number of "supported" residents in our residential care services. The average supported ratio throughout 2022-23 was **43%**, up from **38%** in 2021-22.

Investments

The 2022-23 financial year has been very challenging, with significant volatility in global financial markets impacting both investment values and returns.

The value of the company's investments increased to **\$88.6m** as at 30 June 2022, from **\$72.7m** the prior year. During the year the company disposed of **\$46.0m** of investments which have either been reinvested or returned to cash reserves during the year. The company acquired **\$45.6m** of investments comprising reinvested proceeds from investment disposals. Global financial markets improved during the year, following a particularly challenging 2021-22, however global economies continue to face inflationary pressures, higher interest rates and recessionary concerns. For the year, our investment portfolio experienced an increase of **11.7%** exceeding our benchmark metric of **9.3%**. The company invests primarily in ASX Top 400 listed corporations and with smaller investments in international equities, as well as fixed interest, cash and term deposit categories which provide a balanced portfolio.

The company's long-term investment objectives remain to:

- Outperform Morningstar Australian Multisector Growth Index
- Achieve growth of at least CPI plus 3.5% over a rolling 5-to-7 year period
- To generate investment income consistent with its approved portfolio asset allocation.

The performance of the portfolio over recent years has been:

YEAR	Performance after fees % p.a.
2017	10.1
2018	7.9
2019	5.2
2020	(11.0)
2021	19.8
2022	(10.6)
2023	11.7

Our investments continued to generate a modest flow of dividend and interest income, which are important for our operations.

Capital Expenditure

This year has seen continued growth in our retirement village investment properties with the continued development of our St John's Rise Retirement Village with 25 new units coming on line. This follows the acquisition of Bridgewater Lakes Estate, a 153 unit retirement village in 2021-22 and brings total investment property assets to in excess of **\$156m**. Construction will continue with stage 1 at St John's Rise into 2023-24 with an additional 21 units to come on line, as well as moving into stage 2 to commence development of an additional 36 units and the community centre. Construction also continued to expand the Bridgewater village in 2022-23 and into the 2023-24. Refurbishment works were also completed in 2022-23 of our new acquired aged care facility, Clarinda on the Park, as well as continued refresh and investment across our Residential Aged Care Facilities to ensure they are best placed to meet and support the needs of our current and future residents.

Income

Operating income totalled **\$177.0m** an increase of **\$14.6m**. This comprised an increase in government subsidy and fee income of **\$11.6m** and an increase of **\$3.0m** in other income. Government subsidy income increased in 2022-23 with further subsidy payments as a result of the new AN-ACC funding arrangements as well as **\$1.8m** in COVID-19 grant income noting a further **\$2.7m** at 30 June 2023 remained in outstanding COVID-19 grant submissions.

Expenditure

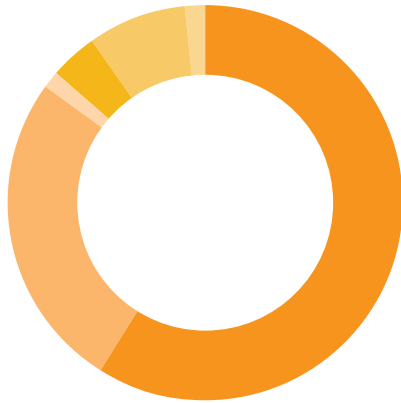
Operating Expenditure totalled **\$182.0m**, an increase of **\$14.5m**. Major contributors included increased staffing levels and agency costs, increased leave liabilities due to the **15%** Work Value case, increased catering and energy costs subject to inflationary pressures, and the costs of managing COVID-19 outbreaks across our aged care facilities in particular in the first half of 2022-23. Another large once-off charge of **\$7.7m** was recognised relating to the amortisation of bed licences noting they will cease from 1 July 2024. Employee benefits comprised **55.5%** of total expenditure (2020 54.5%). Other significant expenditure included catering costs **6.6%** (2020 9.4%) and cleaning costs **3.0%** (2022 3.2%).

Summary of Significant Changes in Financial Position

The organisation continues to maintain its strong financial position with net assets of **\$218.7m**. This represents an increase of **\$7.3m** on the prior year which is largely the result of increases in our investments (**\$9.0m**) and investment properties (**\$4.2m**) offset by the amortisation and impairment of bed licences (**\$8.5m**). Total assets increased to **\$550.0m** up **\$27.7m** with the main increase in our investments and our investment properties with new units coming online at our St John's Rise Retirement Village. Total liabilities increased to **\$324.8m** up **\$19.3m**, notably due to recognition of the leases associated with new St John's units. Borrowings were cleared in 2022-23 with the full repayment and closure of our debt facility with the ANZ bank.

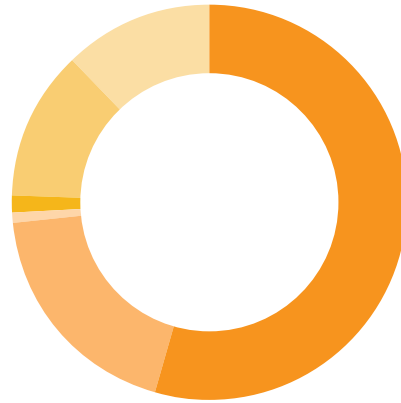
* The financial statements, independent auditors report and declaration are an extract of, and have been derived from the full financial report of Anglican Aged Care Services Group for the financial year.

**Summary of Income
by service type 2023**



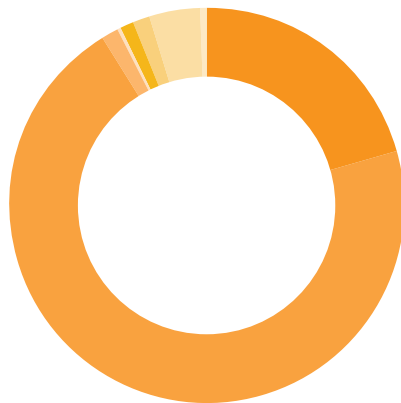
- Residential (59%)
- Home Care (26%)
- Day Centres (1.4%)
- Housing (3.9%)
- Investments (8.2%)
- Other (1.5%)

**Summary of Expenditure
by service type 2023**



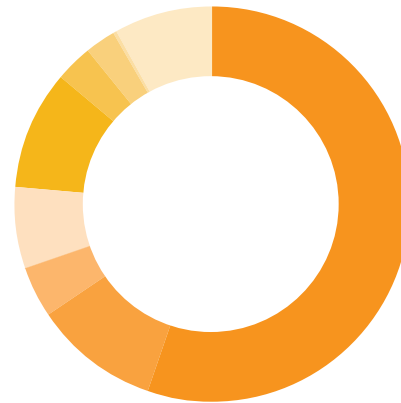
- Residential (54.5%)
- Home Care (19%)
- Day Centres (0.8%)
- Housing (1.5%)
- Investments (12.2%)
- Other (12%)

Income by source



- Client service income (20.5%)
- Government subsidy (70.6%)
- Donations (0.1%)
- Dividends received (1.3%)
- Other income (0.5%)
- Interest received (1.1%)
- Gain on disposal (1.1%)
- Lease income (4.4%)
- Rental income (0.4%)

Expenses by source



- Employee benefits expenses (55.5%)
- Depreciation and amortisation (10.1%)
- Repairs, maintenance and vehicle running costs (4.1%)
- Rental expense (0.1%)
- Catering expense (6.6%)
- Client specific costs (9.7%)
- Cleaning expenses (3%)
- Utilities, rates and insurance (2.7%)
- Interest paid (0.3%)
- Other expenses (7.9%)

Statement of profit or loss and other comprehensive income for the year ended 30 June 2023

REVENUE	2023 (\$'000's)	2022 (\$'000's)
Revenue	169,176	157,580
Other Income	7,789	4,834
Total revenue and income	176,965	162,414
EXPENSES		
Employee expense	(101,068)	(91,259)
Depreciation and amortisation expense	(18,456)	(16,968)
Client specific expense	(17,684)	(17,422)
Catering expense	(11,926)	(10,577)
Cleaning expense	(5,390)	(5,406)
Repairs, maintenance and vehicle running expense	(7,632)	(6,397)
Rental expense	(260)	(203)
Utilities, rates and insurance expense	(4,800)	(4,376)
Other expenses	(6,480)	(6,316)
Interest paid	(8,346)	(8,997)
Operating deficit	(5,077)	(5,507)
Fair value of investment property	13,920	8,265
Fair value of lease liabilities	(9,680)	(5,001)
Fair value of financial assets	866	(2,304)
Impairment of bed licences	(850)	(3,712)
Deficit for the year	(821)	(8,259)
Other comprehensive income (or loss):		
Items that will not be reclassified to profit or loss		
- Fair value movement of investments (financial assets)	8,142	(9,229)
Other comprehensive income (or loss) for the year	8,142	(9,229)
Total comprehensive income (or loss) for the year	7,321	(17,488)

Statement of financial position as at 30 June 2023

ASSETS

CURRENT ASSETS	2023 (\$'000's)	2022 (\$'000's)
Cash and cash equivalents	32,550	27,436
Accounts receivable and other debtors	13,743	9,656
Financial assets	58,785	66,477
Assets held for sale	-	960
Total Current Assets	105,078	104,529

NON-CURRENT ASSETS

Financial assets	88,627	72,724
Property, plant and equipment	187,678	192,563
Right-of-use assets	3,898	3,744
Intangibles	8,104	16,943
Investment properties	156,137	131,295
Total Non-Current Assets	444,444	417,269
Total Assets	549,522	521,798

LIABILITIES

CURRENT LIABILITIES

Accounts payable and other payables	18,407	18,654
Client equity contributions, RADs, accommodation bonds and leases	293,337	269,215
Borrowings	-	5,680
Lease liabilities	817	775
Employee provisions	12,238	11,163
Total Current Liabilities	324,799	305,487

NON-CURRENT LIABILITIES

Lease liabilities	3,609	3,359
Employee provisions	2,441	1,600
Total Non-Current Liabilities	6,050	4,959
Total Liabilities	330,849	310,446
Net Assets	218,673	211,352

EQUITY

Retained earnings	211,150	211,770
Other contributed equity	3,793	3,793
Reserves	3,730	(4,211)
Total Equity	218,673	211,352

Statement of changes in equity for the year ended 30 June 2023

	TOTAL RESERVES				Total Equity \$'000's
	Other Contributed Equity \$'000's	Major Maintenance Fund \$'000's	Investment Revaluation Reserve \$'000's	Retained Earnings \$'000's	
Balance at 1 July 2021	3,793	1,547	9,819	213,924	228,840
Deficit for the year	-	-	-	(8,259)	(8,259)
Other comprehensive income for the year	-	-	(9,229)	-	(9,229)
Total comprehensive income for the year	-	-	(9,229)	(8,259)	(17,488)
Transactions with Members in their capacity as Members:					
Major maintenance fund provision	-	679	-	(679)	-
Realised gain/(losses) on disposal of investments	-	-	(7,027)	7,027	-
Balance at 30 June 2022	3,793	2,226	(6,437)	211,770	211,352
	Other Contributed Equity \$'000's	Major Maintenance Fund \$'000's	Investment Revaluation Reserve \$'000's	Retained Earnings \$'000's	Total Equity \$'000's
Balance at 1 July 2022	3,793	2,226	(6,437)	211,770	211,352
Deficit for the year	-	-	-	(821)	(821)
Other comprehensive income for the year	-	-	8,142	-	8,142
Total comprehensive income for the year	-	-	8,142	(821)	7,321
Transactions with Member in their capacity as Members:					
Major maintenance fund provision	-	297	-	(297)	-
Realised gain/(losses) on disposal of investments	-	-	(498)	498	-
Balance at 30 June 2023	3,793	2,523	1,207	211,150	218,673

Statement of cash flows for the year ended 30 June 2023

	2023 (\$'000's)	2022 (\$'000's)
CASH FLOW FROM OPERATING ACTIVITIES		
Commonwealth, State and Local Government grants and client income	151,787	144,044
Receipts from donations, bequests and raffles	56	159
Payments to suppliers and employees	(151,726)	(146,212)
Interest received	1,976	269
Dividends received	2,214	1,853
Interest paid	(495)	(538)
Net cash from/(used in) operating activities	3,812	(425)
CASH FLOW FROM INVESTING ACTIVITIES		
Proceeds from assets held for sale and property	3,405	204
Payment for property, plant and equipment - residential aged care	(2,989)	(5,988)
Payment for property, plant and equipment - non-residential aged care	(1,706)	-
Proceeds from sale of investments (financial assets)	45,972	53,445
Payment for investments (financial assets)	(45,576)	(55,868)
Payment for intangibles	(149)	(4)
Payments for investment property assets and development	(10,444)	(26,337)
Net cash used in investing activities	(11,487)	(34,548)
CASH FLOW FROM FINANCING ACTIVITIES		
Proceeds from borrowings	-	5,680
Refunds of residential RADs, accommodation bonds and entry contributions	(51,633)	(50,702)
Proceeds from residential RADs, accommodation bonds and entry contributions	49,928	44,584
Payments for leases	(888)	(849)
Refunds of retirement village leases	(6,361)	(3,516)
Proceeds from retirement village leases	27,423	19,034
Repayment of borrowings	(5,680)	-
Net cash from financing activities	12,789	14,231
Net increase/(decrease) in cash and cash equivalents	5,114	(20,742)
Cash and cash equivalents at the beginning of the financial year	27,436	48,178
Cash and cash equivalents at the end of the financial year	32,550	27,436



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2 October 2023

The Directors
Anglican Aged Care Services Group
Level 1, 789 Toorak Road
Hawthorn VIC 3122

Dear Directors

Auditor's Independence Declaration to Anglican Aged Care Services Group

In accordance with Subdivision 60-C of the *Australian Charities and Not-for profits Commission Act 2012*, I am pleased to provide the following declaration of independence to the Directors of Anglican Aged Care Services Group.

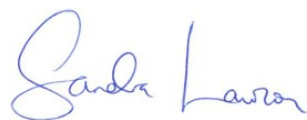
As lead audit partner for the audit of the financial statements of Anglican Aged Care Services Group for the financial year ended 30 June 2023, I declare that to the best of my knowledge and belief, there have been no contraventions of:

- (i) the auditor independence requirements as set out in the *Australian Charities and Not-for profits Commission Act 2012* in relation to the audit; and
- (ii) any applicable code of professional conduct in relation to the audit.

Yours sincerely



DELOITTE TOUCHE TOHMATSU



Sandra Lawson
Partner
Chartered Accountants

Independent Auditor's Report to the Members of Anglican Aged Care Services Group

Opinion

We have audited the financial report of Anglican Aged Care Services Group (the "Entity") which comprises the statement of financial position as at 30 June 2023, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the Directors' declaration.

In our opinion, the accompanying financial report of the Entity is in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* (the "ACNC Act"), including:

- (i) giving a true and fair view of the Entity's financial position as at 30 June 2023 and of its financial performance for the year then ended; and
- (ii) complying with Australian Accounting Standards – Simplified Disclosures and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2022*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Entity in accordance with the auditor independence requirements of the ACNC Act and the ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the "Code") that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The Directors are responsible for the other information. The other information comprises the Directors' Report for the year ended 30 June 2023, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.



Directors' Responsibilities for the Financial Report

The Directors are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Simplified Disclosures and the ACNC Act and for such internal control as the Directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Directors are responsible for assessing the ability of the Entity to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report


Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

Deloitte.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.


DELOITTE TOUCHE TOHMATSU


Sandra Lawson
Partner
Chartered Accountants
Melbourne, 2 October 2023

Acknowledgement and thanks

Our people

Thank you to our incredible employees and volunteers who selflessly dedicate their time to support Victorians who receive Benetas services to live their best life. Your contribution to our community this year has been phenomenal and every single one of you has stepped up in a time of great change amidst a number of challenges.

Our donors

Thank you to the following individuals, groups, and trusts who have generously made a financial contribution to Benetas.

Bequests

- Estate of Dorothy & May Vicars-Foote

Trusts and Foundations

- Frank & Sybil Richardson Charitable Trust
- St Dunstan's Anglican Church
- Lord Mayor's Charitable Foundation – Meg & Frank Sims Trust
- Equity Trustees Limited

How you can help

You can help make an impact and support Benetas to continue to provide high quality health care services to Victorians.

Become a volunteer

Our volunteers make a huge difference to the lives of everyone at Benetas. Not only do they selflessly give their time to improve the lives of residents and clients at Benetas, but they also form strong bonds and help to support our employees.

To learn more, please visit benetas.com.au/volunteers or call us on **(03) 8823 7900**.

Make a donation

Your financial donation is appreciated, no matter how big or small, and can be made to Benetas online by visiting our website benetas.com.au/donate or by calling **(03) 8823 7900**.

Leave a bequest

By making a bequest through your Will, you leave a lasting legacy.

For more information, please email info@benetas.com.au or call **(03) 8823 7900**.









