

Towards Transformation

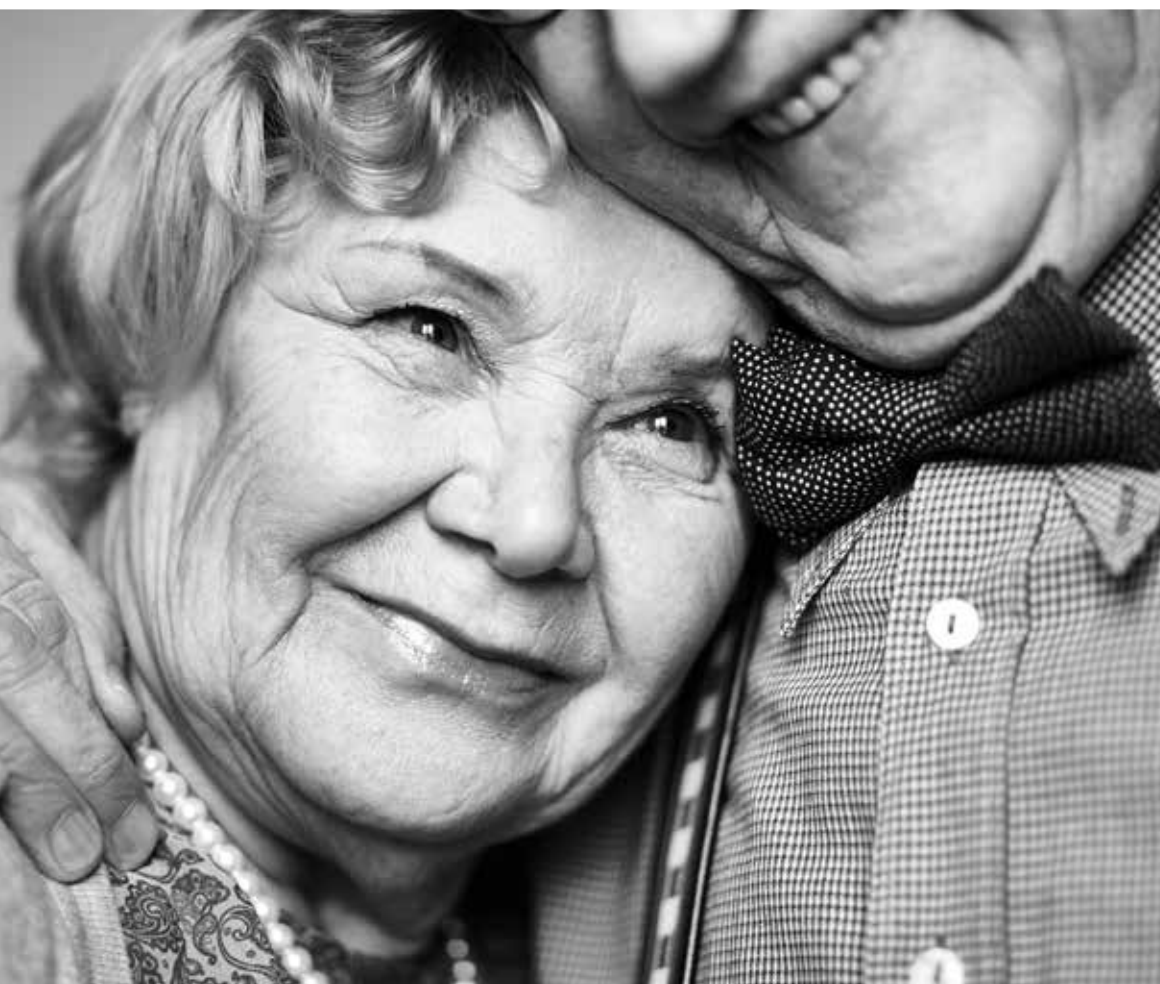
ANNUAL REPORT 2020-2021



TRANSFORMATION is the act or process of changing something completely in order to improve it.

TOWARDS TRANSFORMATION is a marathon, not a sprint. It represents moving with intention and working through the difficult parts for the greater good.

These are the principles we will carry as we move **TOWARDS TRANSFORMATION** of the aged care sector and of Benetas.





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Every success story is a tale of **constant adaptation, revision and change.**

Richard Branson



CEO and Chairman Report

As Chairman and Chief Executive Officer of Benetas, we are pleased to present the 2020/21 Benetas Annual Report.

Reflecting on the events of the past 12 months we are energised by the challenges and the opportunities before us and the promise of a better aged care system for all Australians. For the first time in a generation, we are truly heading TOWARDS TRANSFORMATION of the aged care sector and we are excited for what lies ahead.

Early in 2021, we saw the release of the Royal Commission into Aged Care Quality and Safety Final Report, following 18 months of hearings. The report identified 148 recommendations to transform the sector into the future.

The Federal Government responded as part of the May 2021 Budget. In essence, 126 recommendations were accepted or accepted in principle, six recommendations were not accepted, 12 were subject to further consideration, and Government supported an alternative on four of the recommendations.

Government also announced a commitment of \$171 billion in funding over five years, with money going into a number of areas including an additional 80,000 Home Care Packages (HCP) over two years which would nearly eliminate the waitlist for packages. It also addressed areas in residential aged care services and sustainability, residential aged care quality and safety, and aged care workforce and governance.

The funding allocation was heralded as the largest single investment in aged care and the largest in response to a Royal Commission in Australia's history. It has been incredibly positive to have a light shone on the sector with the sole purpose of long term reform and improvement. These funds are greatly needed and have been a long time coming.

Many questions remain, however, on the details of how the execution of the Government's plan will occur. Aged care peak bodies and providers need to be consulted early before policy reform and project implementation commences. We need to maintain pressure on the Government going forward to ensure this happens.

There is much work to be done to get us to where we want to be in five years' time. For us, though, we have no intention of waiting! A significant amount of work is being conducted within Benetas, which commenced well before the Royal Commission Final Report was released and which will continue over the coming years. The 2020 – 2021 financial year has set us up well to deliver on TRANSFORMATION for the benefit of our clients, residents, employees and the broader aged care sector community.

COVID-19 Outbreak at St George's Residential Aged Care Home

In the early days of increased transmission of COVID-19 in Victoria, Benetas quickly mobilised and put in place many practices to protect those we support and care for. Unfortunately, when the pandemic was at its peak in Melbourne, the virus entered our Benetas St George's home in Altona Meadows.

This was an incredibly challenging period for the employees, residents, their loved ones and the broader Benetas community working to support the team at St George's. Sadly we lost 12 residents to the virus and these residents will remain in our thoughts, along with their loved ones and the St George's team who miss them terribly.

Through the height of the outbreak, we also saw incredible gestures of support and kindness such as family members sending trays of food, and the local Probus providing drinks for everyone in the home. It was a true sense of the community coming together during a very difficult time.

We learnt a lot, which we have been able to share with other Benetas homes so we are all better prepared for the likelihood of further outbreaks across our homes. And we have also been able to share our lessons with the broader sector community to assist everyone being able to better front COVID-19 outbreaks in the future.

Transforming the Aged Care Sector

The Board and Executive team feel strongly that we all have a role to play in shaping the future of aged care for generations to come. This is why we proactively made eight submissions to the Royal Commission into Aged Care Quality and Safety, and Sandra, as CEO sits on a number of sector bodies such as the Aged Care Workforce Industry Council (ACWIC), Anglicare Australia Board and the National Aged Care Alliance (NACA). Many in our organisation also contribute to government and sector enquiries and sit on working groups, volunteering their time to advance the sector more broadly.

We are intimately involved in assisting to deliver on a number of strategic actions identified in *A Matter of Care*, Australia's Aged Care Workforce Strategy, as part of our support for ACWIC. This includes engaging in the development of the Voluntary Industry Code of Practice and Continuous Improvement approaches, the Workforce Planning program, and promoting the Council's workforce social change and recruitment campaign.

We also work closely with our peak body colleagues in LASA (Leading Age Services Australia) and Anglicare Australia to provide input and support into their advocacy efforts. A significant demonstration of this alliance was the establishment of the Australian Aged Care Collaboration (AACC) comprising six organisations representing over 1,000 providers across Australia, including Anglicare Australia, of which Benetas is a member.

The collaboration launched a national campaign, *Its time to care about aged care*, in which Benetas contributed by writing letters to politicians and sharing details of the advocacy

campaign across social media. The campaign was aimed at putting pressure on the Federal Government to commit to major reform as part of its May 2021 budget announcement.

Our Research team, as part of our social dividend contribution, also continues to explore how we can make a positive difference to the lives of those we support.

In May this year research was published on *Volunteers in Aged Care* in an effort to identify the motivations and expectations of aged care volunteers, and to examine strategies that foster their recruitment, retention and role satisfaction. The team also delivered a comprehensive review of best practice management of falls in community settings.

Our annual Industry Breakfast was a wonderful opportunity to explore the sense of togetherness in the midst of COVID-19 and the follow up to the St George's outbreak. We received insightful and heartfelt accounts from LASA CEO Sean Rooney, St George's Residential Manager, Rakesh Sarkar, and David, one of our residents at St George's on the importance of the theme 'together' in coming through their COVID-19 experience.

Transforming our Capability

During the reporting period we focused a great deal on building our capability to set us up for the future. The COVID-19 pandemic resulted in the entire organisation mobilising to ready ourselves against the virus and protect those we support and in our care, as well as our dedicated employees. We upskilled in Infection Prevention and Control, Crisis Management, and Governance in order to ensure we had all processes and procedures covered, and our policies were relevant to the current circumstances.

In addition we have been reviewing our business intelligence and legislative compliance requirements and we implemented a number of cyber security measures which went a long way in protecting us against a cyber breach of our network. Thankfully, no confidential customer or business information was compromised.

We were really pleased to introduce a cloud based Customer Relationship Management (CRM) system which is transforming our ability to capture, track and respond to our new customers. The system rolled out to 120 users across our Residential, Home Care, Retirement Living, Customer Centre, Sales, Veterans Home Care and Finance teams and a suite of customer data reports have been created to help improve our customer experience management.

We will continue to adapt and build on our capability as we move into the future and pursue continuous improvement for our customers.



Transforming Residential Services and Accommodation

Early in 2021 we were thrilled to welcome the residents and employees of Clarinda on the Park, a residential aged care home in Melbourne's south east which was successfully acquired by Benetas. This was the result of a lot of work by many and we are delighted that we can now also offer the Clarinda community a refurbishment of some areas of their home.

In addition, we submitted a planning application for a new residential aged care home in Gisborne, as well as planning and rezoning applications for an adjacent and integrated retirement living complex. These will form a purpose-built health and ageing precinct in conjunction with the Macedon Ranges Health Centre across the road.

We also commenced work on Stage 1 of the retirement living units at St John's Rise in Mooroolbark and Stage 3 retirement living units in Dalkeith Heights, Traralgon. We strongly believe these units will be highly sought after, with many already sold off the plan.

A new role for Benetas saw the commencement of a Hospitality Manager in residential services and we continue to develop communities of practice to guide and improve our work. Much work was undertaken to prepare ten of our homes for re-accreditation. The next financial year will be a big year!



St John's Rise in Mooroolbark



St John's Rise Community Centre

DISCLAIMER: Please note the images are for marketing purposes and are to be used as a guide only. All efforts have been made to ensure accuracy at time of print.



Transforming Community Health and Care

We were delighted to welcome Helen Kemp as General Manager of Community Health and Care. Helen has over 20 years' experience in patient-facing, management consulting and executive roles. She also has significant experience in workforce management and customer centred care and is drawing on this to drive the division's three year transformation to deliver an exceptional experience for every client.

The transformation project included a redesign of our service delivery model and internal restructure to better meet clients' needs. This has already seen great improvements with the business unit hitting a milestone of 1,000 clients! In addition, we have seen a significant reduction in negative feedback which had mainly related to billing procedures. These changes have resulted in increased positive feedback commendations and improved performance of our Direct Care and In-Home Nursing teams.

Alongside this, we have restructured our Allied Health service delivery in Gisborne under our Macedon Ranges Health umbrella, providing much more clarity on our Fee for Service offering as opposed to supported services. This resulted in the launch of the new Allied Health Plus brand in the region which has seen the business unit turn a deficit into a substantial surplus of \$620k, all which can be directed back into the offer for the local community.

Transforming the Customer Experience

Much of our work across the business including Residential Services, Community Health and Care, Quality, IT and Finance is about continuing to transform the customer experience. The Community Health and Care Transformation Project is a clear example.

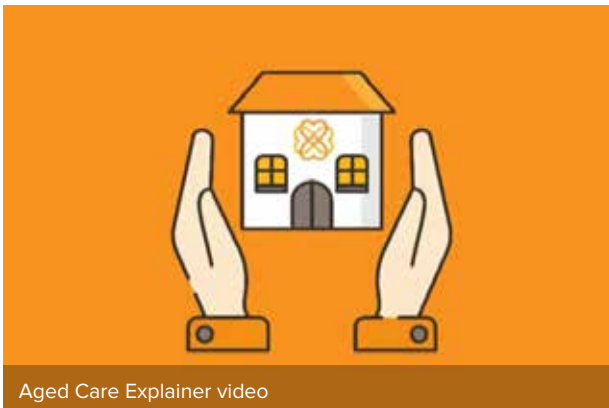
Highlights for the year have included the introduction of Zipline, an automated system for visitors to our residential homes to book, check-in and sign a declaration quickly and easily, particularly during these COVID-19 times where visiting requirements are regularly changing. Zipline will also assist in facilitating proof of vaccination for visitors as the homes open up.

Throughout the past 12 months amid times of extreme disruption and apprehension due to the COVID-19 pandemic, our pastoral care practitioners have been highly sought after. They have been required to innovate and adapt their methods when they have been unable to provide face-to-face care in supporting families and residents during outbreaks such as at St George's.

The team pivoted towards online, phone and text connections with customers, particularly those receiving in-home care, and had to be much more proactive to ensure that customers were not totally isolated during times of lockdown.

At St George's during the COVID-19 outbreak, the team even went to the length of creating virtual personalised memorials for the residents who passed away. This enabled residents, employees and loved ones to mourn in a more meaningful way under extremely difficult circumstances.

Work in the period was also focused on pre-admissions for those entering residential aged care, and conducting a trial of new processes to ensure a smoother transition for residents into care.



The trial was evaluated via family and resident interviews and recommendations from Benetas employees. This was an overwhelming success. We are rolling out the new pre-admission processes across our homes to further enhance the experience for our customers.

We are really proud of the One Wish and Hardship funds which we offer to all of our customers. In the reporting period we delivered 3 wishes and 11 hardship requests. These included fulfilling home modifications and heating/cooling requests for those experiencing hardship, and attendance at an AFL football match by one of our residents, aged 94, as their One Wish. It is important that we can keep fulfilling these requests as part of our social dividend approach.

We were thrilled to be able to offer greater support for Veterans due to winning the contract to assess clients for Veterans Home Care in an additional five regions, resulting in Benetas providing the service for the entire state of Victoria. When we started out in 2013 we were providing support to 1,350 Veterans across the Hume and Gippsland regions. This has now expanded to 5,750 veterans across the entire state.

As we continue to transform the customer experience, a highlight was winning the InnovAgeing National Award for Realising Wellness and Reablement for our online Positive Ageing Tool (PAT) which, after a short questionnaire, provides tailored resources to ensure older Australians are informed and in control of their ageing journey. In the first three months of launching the tool, 4,000 people completed the questionnaire.

We also launched our Aged Care Explained video and fact sheet to help people new to the aged care sector understand the range of respite, home care, residential and retirement living options available to them.

The Centre for Cultural Diversity and Ageing saw a new Manager commence. Lisa Tribuzio and her team hit the ground running with over 300 diversity coaching consultations conducted over the last 12 months as well as the release of the Inclusive Standards Online Learning Module. They also secured a grant to launch the National Multilingual Older Persons COVID-19 Support Line.



Transforming the Employee Experience

We were excited to have the opportunity to renovate the Support Office in Hawthorn East and bring all employees onto the one floor. The redesign resulted in plenty of natural light complemented by ample plants and state of the art technology to encourage a more productive and supported work environment.

Support Office employees were energised to return from extended lockdown to brand new office premises. This has made a significant difference in creating a foundation where collaboration and innovation can thrive.

After numerous lockdowns in 2020, we were delighted to be able to bring all of our employees together for the Employee Gala Dinner event, held at the MCG. We had over 300 employees attend from across the organisation. The sense of celebration was palpable!

We were also able to host the annual Volunteer Thank You Luncheon event with over 100 volunteers in attendance. Again it was such a joy to be able to see and thank our volunteers in person. It has been a difficult time with many of our homes in lockdown, and volunteers not being able to provide their usual support to residents and clients.

Significantly, after months of work from the People, Culture and Diversity team, the Benetas People Plan was finalised and approved by the Board. The People Plan is an important strategic document which identifies and aligns our organisational People priorities with our Next Generation Strategy. The plan outlines the pathway to improved employee and volunteer experience, enhanced diversity and inclusion, and transformation in capability across the organisation.

We managed to complete the Listening Tour in the reporting period which had been interrupted due to COVID-19. The tour gave us an opportunity to listen to a broad cross section of employees about what makes an organisation a great place to work. Overwhelmingly our employees are extremely passionate about the work that they do and how much they care about our customers. We are all grateful for their passion, dedication and heart.

The Listening Tour resulted in the development of the 'What you do matters' internal campaign. The purpose was to instil a sense of pride in employees and to affirm appreciation for all the work they do. Recent research into the campaign has proven it has been a great success during these difficult times with messages we will continue to reinforce and evolve.

A complementary brand campaign called *By your side* using profiles of our amazing individual employees was also rolled out to external customers and likewise performed very strongly with people looking for aged care services.

Much work was done to develop a Leadership Capability Framework for our organisation which recognises the role that all employees play in leadership. The framework provides a strong foundation for capability growth and accountability.

Benetas continues to welcome SPARK Aged Care Apprenticeship graduates with no formal qualifications, with a view to instilling capabilities that align with our organisation. We currently have 22 graduates with another ten about to commence the program. This is proving an extremely positive method of recruitment. We also, for the first time, appointed a Recruitment Business Partner to better facilitate recruitment and we are streamlining our processes for both recruitment and onboarding.

In Conclusion

The 2020/2021 financial year was intensive as we responded to the COVID-19 pandemic but we also managed to implement projects that work towards continuous improvement for our customers. This work is providing a strong foundation for the changes ahead. We are ready and we are enthusiastic about a positive transformation of the aged care sector.

Importantly, we cannot do this without every single one of our employees who continue to show great stamina, dedication and compassion, every day. Our journey TOWARDS TRANSFORMATION is set to be our greatest achievement, thanks to our employees and the incredible people we care for and support.



Michael Urwin
Chairman



Sandra Hills OAM
Chief Executive Officer





Highlights

July – August 2020

- Benetas manages an outbreak of COVID-19 in its St George's residential aged care home. Sadly we lost 12 residents during this time and our thoughts remain with the loved ones of these residents

August 2020

- Benetas appoints Helen Kemp as General Manager of Community Health and Care

September 2020

- Benetas' new cloud-based FreshCRM solution is rolled out replacing Epicor CRM and enabling integrated prospect management from enquiry to onboarding for our Residential and Home Care clients

October 2020

- Benetas' internal campaign *What You Do Matters* is launched, inspired by feedback from employees during the Listening Tour, where we visited every site to obtain valuable input and feedback from our employees

October/November 2020

- Benetas People Plan, aligning People priorities with the Next Generation Strategy, is approved by the Executive team and endorsed by the Board

November 2020

- Benetas wins the national InnovAGEING Awards in the Wellness and Reenablement category for its holistic online Positive Ageing Tool (PAT)
- Benetas successfully hosts its annual Industry Breakfast as a virtual event for the first time, under the theme of *Together*
- Benetas employees, volunteers and residents come together for the Benetas Song Project, launching their version of *Absolutely Everybody* at the annual Industry Breakfast

December 2020

- Benetas submitted a planning application to the Macedon Ranges Shire Council for a new residential aged care home in Gisborne

February 2021

- First Benetas residents receive COVID-19 vaccination
- Benetas wins tender to increase our Veteran Home Care (VHC) Assessment Services and becomes the sole provider of VHC Assessment Services across Victoria, rolling out from April

March 2021

- Benetas holds its biennial Employee Thank You event at the MCG, recognising and celebrating the dedication of employees over the past two years

April 2021

- Benetas acquires Clarinda on the Park, expanding its portfolio of residential aged care homes to 14
- Benetas Customer Centre, Sales team and newly-expanded VHC Assessment Services team moves from Mitcham office to new fit-out premise on Alfred Street in Blackburn

May 2021

- Benetas holds its annual Volunteer Thank You Lunch at Leonda by the Yarra
- A Welcome to Country ceremony is conducted for Dalkeith Heights and Dalkeith Gardens residents and families with local Elder Uncle Lloyd unveiling a commemorative plaque to formally acknowledge the Traditional Custodians of the land, the Gunaikurnai people





Time is **change,**
transformation, evolution.

I.L. Peretz

Transforming the aged care sector

Royal Commission into Aged Care Quality and Safety and Federal Government Response

The past 12 months continued to challenge not only the aged care sector but the community as a whole. Early 2021 also saw the release of the Final Report of the Royal Commission into Aged Care Quality and Safety which included 148 recommendations.

The Federal Government responded as part of the May 2021 Budget accepting 126 recommendations. Six recommendations were not accepted, 12 were subject to further consideration, and the Government supported an alternative on four of the recommendations.

In addition, \$17.7 billion was announced for aged care services over four years. This has been heralded as the single largest investment in aged care and the largest in response to a Royal Commission in Australia's history. The funding has been earmarked for a number of areas such as an additional 80,000 Home Care Packages (HCP) over two years which would nearly eliminate the waitlist for packages. It also addressed areas in residential aged care services and sustainability, residential aged care quality and safety, workforce and governance.

But now is when the real work begins. The Benetas Executive team has been working through the recommendations and preparing the business for change. There is much to do but we are hopeful for the future and a better aged care system for generations to come.





Australian Aged Care Collaboration (AACC)

In early 2021, Benetas joined the Australian Aged Care Collaboration, a newly formed alliance which includes the two peak aged care bodies LASA and ACSA, and the four leading faith-based service providers - Anglicare Australia (of which Benetas is an active member), Baptist Care Australia, Catholic Health Australia and UnitingCare Australia, representing over 1,000 aged care providers across Australia.

The alliance launched a national campaign titled *It's time to care about aged care*, which was a direct and intense campaign coordinated to prompt the Federal Government to commit to a major reform of the aged care system, beginning with the May 2021 Federal Budget. The Benetas community actively supported the campaign via social media and editorial commentary to promote the campaign to achieve wide audience reach.

The long-term vision of the alliance is to achieve a sustainable, world-class aged care system that enables all older Australians, and those who care for them, to be valued, have choice and lead a meaningful life.

We are looking forward to the next stage of the campaign now that the Federal Government budget commitment has been announced.



Aged Care Workforce Industry Council (ACWIC)

Many Benetas employees have been working with ACWIC, of which CEO Sandra Hills OAM is a Director, to assist in its delivery of the strategic actions in *A Matter of Care* – Australia's Aged Care Workforce Industry Strategy.

The Strategy includes 14 strategic actions that were tested through extensive consultation with organisations, consumers, employees and their representatives. Each strategic action is solutions focused and will deliver tangible results to the workforce.

The strategic actions of which Benetas has been intimately involved include:

- Strategic Action 1 which focuses on the establishment of the *Bring your Thing* campaign, a multi-year social change and workforce recruitment campaign to address community perceptions of aged care and shift community perceptions of those in the sector
- Strategic Action 2: The Voluntary Industry Code of Practice which was launched on 5 February 2021 by Senator Colbeck, Minister for Senior Australians and Aged Care Services. The Code is designed to demonstrate an ongoing commitment to continuous improvement
- Strategic Action 6 in which the Council is advocating a consumer care approach to workforce planning. A guide to best practice is being developed that will provide pragmatic workforce planning tools and advice suited to all aged care organisations

ACWIC was also a key contributor to the Department of Health's Grief and Trauma Working Group. Our Wellbeing team, on behalf of ACWIC, and the Centre for Cultural Diversity in Ageing at Benetas, contributed to this important work which resulted in a collection of grief and trauma resources for those living, working and caring in the aged care sector who have been impacted by COVID-19.



Advocacy – Industry Breakfast *Together*

Benetas held its annual Industry Breakfast in November which was hosted as a virtual event, given the current COVID environment. Guests included dignitaries of the aged care sector, local MPs and members of the wider Benetas community. The theme for the breakfast was *Together* and highlighted how the aged care sector has come together during the COVID-19 pandemic.

The event included a fantastic panel of Leading Age Services Australia (LASA) CEO Sean Rooney, a Benetas Residential Manager and a Benetas resident. The three panel members reflected on their personal experiences of the impacts of COVID-19, the resident and Residential Manager both experienced a full outbreak of the virus at St George's aged care home, and provided emotional and heartfelt examples of the importance of working together to remain resilient and strong during such a challenging time.

The event also saw the launch of the Benetas Song Project with participants from across our Benetas community coming together to sing Vanessa Amorosi's 2020 hit-song, *Absolutely Everybody*. The rendition gained broad media coverage and provided three minutes of pure joy to all who viewed it.

UNSUNG AGED CARE HEROES FIND SPIRIT IN SONG

Benetas employees, volunteers and residents came together to create the Benetas Song Project – a powerful rendition of Vanessa Amorosi's hit song *Absolutely Everybody* - dedicating it to everyone in the community impacted by the pandemic.

Over 40 people participated and were coordinated and led by Christine Hutchinson, a conductor, educator, singer and published songwriter with over 40 years' experience in the music industry.

The Song Project was debuted as the closing segment at the annual Benetas Industry Breakfast in November to try and bring joy to everyone in the Benetas community.

The Benetas Song Project received some amazing media coverage, including a feature on 7 News with General Manager of Customer Insights and Marketing, Nicola Reynolds, interviewed by Jacqui Felgate.



Our greatest transformation
happens through the **toughest times.**

Anna Pereira

Transforming our capability

COVID-19 OUTBREAK AT ST GEORGE'S AGED CARE HOME

In July 2020 a temporary employee at our St George's aged care home contracted COVID-19 which rapidly spread to many employees and residents in the home. Residential Manager Rakesh Sarkar led the team through the outbreak that lasted nearly four months. Regional Business Manager Justin McCarthy and General Manager of Residential Services Verity Leith also played a significant role in managing the outbreak and providing support to the team.

Sadly, 12 residents passed away during this time and our thoughts continue to be with them and their loved ones. It was an extremely challenging time for all involved. Managing the outbreak required daily support by the Benetas Executive team and all business units to support the on-the-ground effort of the St George's team.

Constant vigilance, flexibility and leadership was required by all involved, at a time when many residents and employees were scared and a significant number of employees were unable to work. We are proud of how we dug in, remained resilient and buoyant and continued to learn and respond over long weeks of the St George's lockdown.

COVID-19 Response

We are now nearly 18 months into the COVID-19 pandemic. Older people continue to be at risk of becoming seriously ill if they are unvaccinated and catch COVID-19. As an organisation we have continued to adapt and respond to the ever-changing environment. We have maintained a vigilant approach to minimising the risk of COVID-19 transmission across all of our locations and programs, in line with government directives.

We have developed a Plan on a Page to guide the first 24 hours and subsequent days of a positive COVID-19 case in our community. We have simplified reporting and data capture to assist in providing information to the authorities and help our own continuous learning. We have streamlined communications to ensure residents, loved ones, employees and the broader Benetas community are aware of updates and strategies in place to mitigate the risk.

We also established an Infection Prevention and Control Working Group and an Internal Contact Tracing Team to enable us to act swiftly and efficiently should a Benetas site become an exposure site.

QR Codes were implemented across all sites and a Work from Home Assessment was developed and launched in response to the greater need for our office-based employees to work remotely.

Wellbeing-specific updates were distributed across the business to support employee mental health during the pandemic. These included a three part video series on wellbeing and resilience with John De Bono. John specialises in organisational development, team building, leadership and transformative education.

Importantly, we have developed a community of support with representatives from all areas of the business such as Wellbeing, HR, Procurement, Quality, Property and Communications, led by the General Manager Quality Outcomes and Research, who regularly come together to provide support to the affected areas of the business.

COVID-19 Vaccination Roll Out

With the assistance of the local Primary Health Networks, the team mobilised to offer the COVID-19 vaccination to all residents in our homes. In the most part residents were relieved to take the jab and be given an extra level of comfort for their safety during the pandemic.



A/Prof Michael Murray AM and Dr Mary O'Reilly.

We were also fortunate to have Benetas Board Director, A/Prof Michael Murray AM and Dr Mary O'Reilly, kindly agree to answer questions we received from employees, residents, clients and families about the COVID-19 vaccination.

This was filmed and released to our employees, clients, residents and families and also shared across our social media channels. We are extremely grateful for Michael and Mary's expertise in this field and for taking the time to assist the Benetas community.

Quality Improvements

During the reporting period we reviewed the 'current state' of our approach to continuous improvement, and from this mapped out a plan to refresh and strengthen our approach as part of our overall Quality Strategy. We also developed a strong and robust procedure framework to support excellence in clinical care.

We commenced a project to refresh our policies and procedures with a new policy framework developed. A review of our legislative compliance processes was completed by PKF, our internal auditor. We have actioned the seven recommendations from the review to improve and strengthen our legislative compliance, including new regular reporting to the Executive team and the Board.

We reviewed our approach to risk management, with a new reporting approach implemented and further strengthening of our risk framework is to come.

We commissioned Vitae Partners to undertake a diagnostic review with regards to our approach to business intelligence. Business intelligence comprises the strategies and technologies used by enterprises for the data analysis of business information.

This has delivered a sound understanding of both our current state and our desired future state, as well as a road map to get us there. We look forward to moving to implement our Business Intelligence Strategy and reaping the rewards from comprehensive data analysis.

Accreditation and Audits

We implemented MOA (Moving on Audits), a digital platform for our regular audits to replace our paper-based system. This commenced in Residential Services from July 2020 and Community Health and Care from April 2021.

The system sets us up to monitor how we are tracking against the Aged Care Standards, to keep track of the continuous improvement activities we have in place, and allows us to benchmark against other aged care providers.



Systems and IT

In the last year we have seen a number of innovative technologies implemented by the Information Technology team – the result of a lot of hard work. For example our entire financial system was upgraded. In addition, the business acquired a new home in Clarinda (further information is provided on p 22 of this report). The IT team worked tirelessly to migrate the Clarinda network and systems to Benetas. A mammoth task but executed without a hitch.

In addition, Phase I of the Digital Capability Project was completed with the delivery of a framework and implementation plan. The project ensures that employees and Benetas as a whole is equipped for current and future shifts in the digital environment. This includes digital skills and capabilities that are required for a range of roles, and organisationally, the culture and infrastructure to enable and motivate digital practices. Phase II (implementation) will be prioritised for FY 21/22.

Security

IT implemented multiple cyber security measures in the reporting period including a 24/7 security network monitoring solution, Multifactor Authentication for employees working remotely, security awareness training for all employees and a new network solution with improved redundancy.

We also tackled a suspected breach of our IT network which thankfully did not result in any confidential information being obtained, but took an enormous amount of effort from our IT team to assess the impact and mitigate against any future potential breaches.

Customer Relationship Management (CRM) Reboot Project

The CRM Reboot Project commenced in April 2020 with the tender process to select a simple, easy to use, cloud-based enterprise-wide CRM solution to replace the current CRM component of the Epicor finance system. This is the exciting next stage in our Benetas customer experience journey.

The platform, FreshCRM was selected and was successfully rolled out across 110 users/licences in September 2020, starting with management of prospect enquiries for both Community Health and Care and Residential Services from enquiry through to on-boarding. Since its roll out, the platform has expanded to our In-Home Nursing service, and is connecting internally with Finance teams and users to enable real time access and reporting of the prospect customer journey across our services.



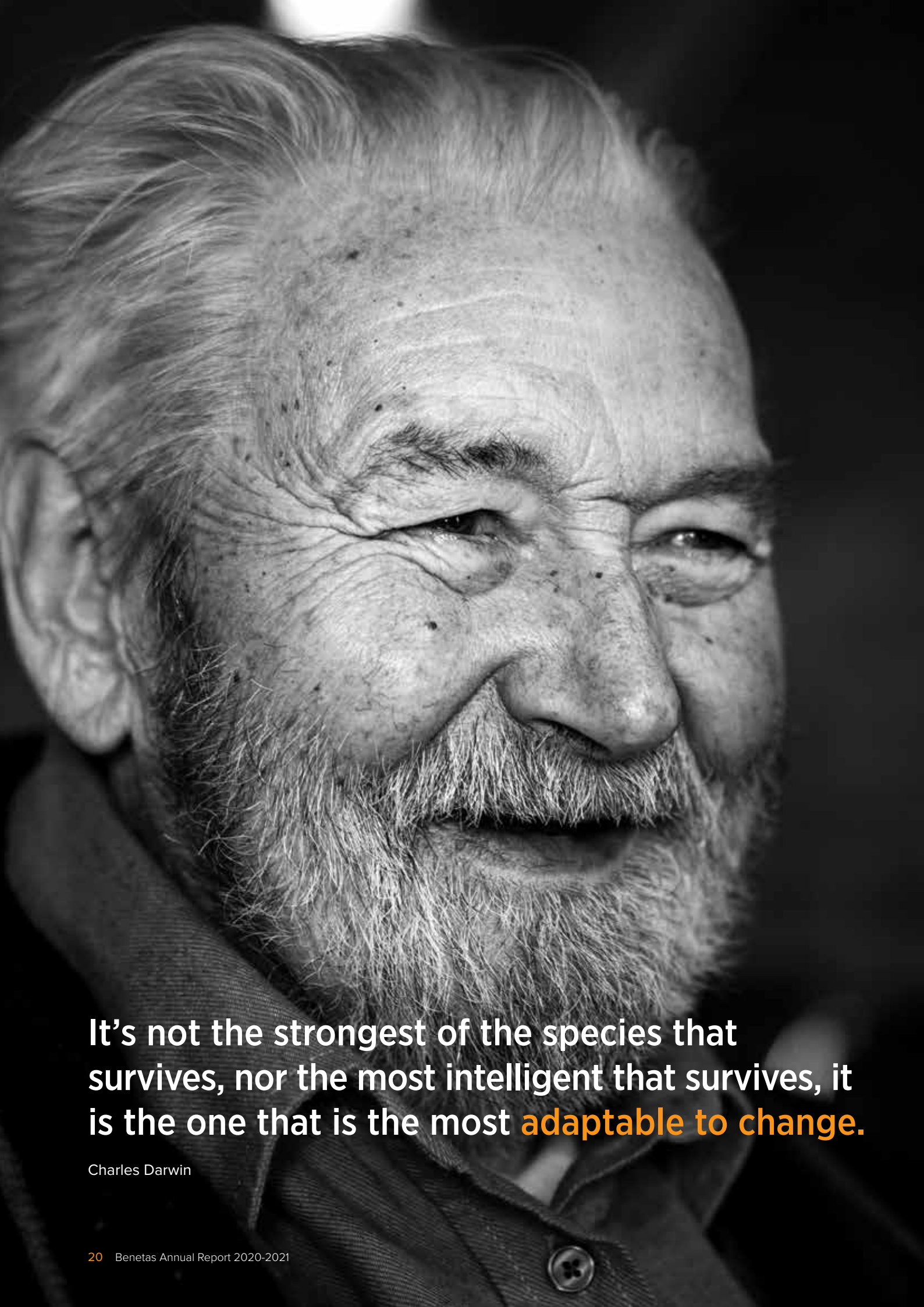
Research

The Research team continued to support the business in developing its capability by way of client experience surveys in all streams of Benetas service delivery: Retirement Living, Residential Services, Home Care, and Primary Care services.

In addition, the team utilised innovative research techniques to provide insights into the impacts on individuals moving into residential aged care, funded by the Psyche Foundation. Using a co-design approach, this project led to the development of new resources to support the transition, including a Q&A short film featuring Benetas residents and employees.

Benetas became a member of MARC – the Melbourne Ageing Research Collaboration - providing us with a great platform for collaborative, cross-sector research with universities, research organisations, health services, and other aged care services. We are currently collaborating in MARC projects including the impact of visitor restrictions on families during the COVID-19 pandemic; a trial of micro-learning for home care employees; and use of outdoor spaces in residential care homes.

Two journal articles were published and six conference papers delivered based on our research, sharing our learnings and experience with the broader aged care community. This included effective strategies for recruiting and retaining volunteers in residential aged care, and a comprehensive review of best practice management of falls in the community setting. All important contributions to transforming our capability.



It's not the strongest of the species that survives, nor the most intelligent that survives, it is the one that is the most **adaptable to change.**

Charles Darwin

Transforming Residential Services and Accommodation

Residential Services

We welcomed the new role of Hospitality Manager to Residential Services in early 2021, a dedicated role focused on assisting the business unit with catering, cleaning, laundry and associated infection prevention and control measures.

In order to develop a strong and robust framework in Residential Services to support excellence in clinical care, we established community of practice forums for Client Service Officers, Clinical Leads and Community Engagement Coordinators to share knowledge and drive continuous improvement.

Benetas was also successful in applying for the Higher Accommodation Supplement for Gladswood Lodge and Colton Close as a result of significant refurbishment works undertaken at the two sites over the past few years.

We have a big year of accreditations coming up and submitted nine applications for re-accreditation of our residential homes which will occur throughout 2021 and 2022.



Local MP Sheena Watt visited Gladswood Lodge



Clinical Leaders Forum



Clarinda on the Park Welcome Morning Tea event

Clarinda on the Park Acquisition

In April 2021 Benetas acquired a new 90 bed residential home in Clarinda called Clarinda on the Park and worked through welcoming the employees and residents to Benetas.

Thankfully, the majority of employees remained in their roles and supported the transition and importantly, supported the residents and families through the change. Clarinda on the Park has offered residential aged care services to the community since 1996 and we are thrilled to be able to continue the service for the local community.

The next phase will see a significant refurbishment of the Hillview Wing which should be completed by March 2022.

Gisborne Residential Aged Care and Retirement Living Development

In late 2020, Benetas lodged a town planning application for a new 92 bed residential aged care home in the regional town of Gisborne. This was the result of extensive engagement with the local community and ongoing consultation with Council on a design that aligned with the proposed Gisborne *Futures Plan* and the town's *Village in the Valley* feel.

The home will accommodate residents over two floors and will incorporate future proofing elements to allow for an increase in beds if demand dictates in the longer term.

In addition, in early 2021, we submitted a rezoning and planning approval application for an adjacent retirement living village, enabling a health and ageing precinct in conjunction with the MRH Centre for the Gisborne and surrounding community.

Benetas is committed to providing an aged care solution that allows for a continuum of care and the ability to age in place in the one precinct.

We see this as a significant step forward in the realisation of what will be an important community asset for the region for generations to come.



Gisborne Residential Aged Care and Retirement Living Development.

Respite Services

Benetas respite centres offer short stay overnight cottage respite and a variety of day programs to support clients living at home and providing an often much needed break for their carers.

Due to COVID lockdowns, unfortunately Benetas had to suspend operations for the majority of the year. This has impacted the respite client numbers due to an increased number of client admissions into permanent care, as well as a highly reduced number of new intakes.

Support was offered to our clients while the centres were closed via telephone contact and delivery of small gift packs. In-home respite services were also offered to all clients with a small number taking up this option.

Once COVID restrictions are lifted, our respite centres will be focusing on rebuilding numbers, whilst adhering to limitations in line with COVID safe guidelines. We are pleased to report that feedback received indicates the demand for the service remains strong.

Our respite in residential aged care homes grew by 100% in the last 12 months. With strong support from the Residential Services teams and Customer Centre, who manage processing of residential clients, our marketing campaign of *3 weeks for the price of 1*, was successful and a major contributing factor in this growth.



COROWA COURT RESIDENT, SYLVIA, SHOWS OFF HER SWIMMING SKILLS

There are certainly some benefits to being in an aged care home so close to the beach!

The stars aligned for Personal Carer Sasha, from Corowa Court in Mornington, to take resident Sylvia to the beach for some exercise. It was perfect weather for the outing and according to Sylvia, “who could resist going swimming in this weather?”

Sasha was delighted to be able to coordinate this special trip to the beach so that Sylvia could have this amazing experience.

As Sylvia was showing off her swimming skills she said, “can you do this [swimming in the ocean] at 82?”





St John's Rise Independent Living Units, Mooroolbark

DISCLAIMER: Please note the images are for marketing purposes and are to be used as a guide only. All efforts have been made to ensure accuracy at time of print.

St John's Rise

Civil works were completed for Stage 1 of a new retirement living village in the suburb of Mooroolbark called St John's Rise, with work on the first 22 units underway. We have seen incredibly positive responses to the release of the first stage with more than half the available units sold and interest expressed in future stages.

St John's Rise will become a 131 unit retirement living village with a new community centre. It is a redevelopment of the former St John's Park Independent Living Units (ILU), owned and operated by Benetas since the 1960's.

Dalkeith Heights

The first 15 units (Stage 3A) at Dalkeith Heights retirement living village in Traralgon have been completed and works have commenced on the last stage of housing at the village, forecast for completion in early 2022. New residents began moving into their new homes.

In response to feedback from our previous, current and new residents, we are constantly striving to improve our customer experience, systems and processes. For example, an extensive internal operational review at Dalkeith Heights resulted in becoming a signatory to the Retirement Living Code of Conduct. We are very proud to be making ourselves accountable to the Code for the benefit of current and future residents of our villages.



Reconciliation Week Plaque unveiling Dalkeith Heights



Reconciliation Week Smoking Ceremony Dalkeith Heights

BENETAS MARKS NATIONAL RECONCILIATION WEEK AT DALKEITH HEIGHTS RETIREMENT VILLAGE

To acknowledge National Reconciliation Week (27 May – 3 June), employees and residents of Benetas Dalkeith Heights retirement village and Dalkeith Gardens residential aged care home in Traralgon, enjoyed a traditional Welcome to Country and smoking ceremony together with local Gunaikurnai peoples.

The Welcome to Country was conducted by local Elder Uncle Lloyd, followed by a traditional smoking ceremony conducted by Gunaikurnai man Nicky Moffat. In addition, a commemorative plaque was unveiled, formally acknowledging the Gunaikurnai people as the Traditional Custodians of the land.

Benetas CEO Sandra Hills OAM said this was a great opportunity for the Dalkeith Heights and Dalkeith Gardens community, who live and work on Gunaikurnai Country, to come together and pay their respects to the First Nations people.

“Acknowledging the traditional owners of the land where we work and live is an important step for our community, and an ideal way to mark Reconciliation Week and move a step closer towards reconciliation,” she said.

The theme for Reconciliation Week this year is *More than a word. Reconciliation takes action.*

Gunaikurnai Elder Uncle Lloyd said, “When I saw so many Dalkeith residents coming forward to participate in the smoking ceremony it reminded me again that reconciliation is about the actions people take, it’s not just about words.”



We need to realise that our **path to transformation** is through our mistakes. We're meant to make mistakes, recognise them, and move on to become unlimited

Yehuda Berg

Transforming Community Health and Care

Welcome Helen Kemp – General Manager of Community Health and Care (CHC)



In August 2020 we recruited Helen Kemp, General Manager of Community Health and Care, Helen has already implemented significant changes in the Home Care, In-Home Nursing, Respite and Allied Health areas of the business.

Community Health and Care Transformation

Helen led the team in a transformation of our Home Care business, streamlining roles and responsibilities for the benefit of not only the customer, but also employees. The objectives of the project were to provide a seamless customer experience for our clients, build a competitive and sustainable CHC division, enable growth which resulted in our employees loving coming to work, being clear about their roles, and having systems and processes that support us to support our customers.

As part of the transformation, we rolled out a redesign of our service delivery model and internal structure to better meet client needs. We also introduced performance frameworks and focused on upskilling our regional teams in a number of key domains and recharged our quality plan to be more client focused.

A coaching program was introduced for our Regional Operations Team Leaders (ROTL) and a development program was also introduced for our Regional Business Managers (RBM) utilising reflective practice models.

Consultation with Key Stakeholders

To inform the new structure prior to the 'Go Live' date of 16 November 2020, the CHC team consulted clients, stakeholders, office based and community outreach employees. This included:

- Client phone interviews
- 7 leadership workshops
- 10 process review workshops
- 14 design workshops
- 5 pain point workshops which identified 7 employee pain point themes and 32 sub themes



BACK TO THE THINGS WE LOVE

After many months in tight lockdown, 84 year old Margaret Kruse ventured out for her first outing with In-home Service Assistant Wallie Leung in November for fish and chips and shopping together.

“Long live freedom,” she said as she looks forward to enjoying more fresh air and engagements with her three sons and their partners again in the weeks to come.

“I stopped going out in April when this began,” Mrs Kruse said. “There was a reprieve for a few weeks, but then there was the second lockdown where I only went out for doctors or physio appointments.”

Longstanding Benetas In-home Service Assistant, Wallie, has been providing Home Care support to Mrs Kruse for over four years and continued to be a consistent point of contact for her each Thursday throughout this period.

He’s more like a friend and a good companion, Mrs Kruse said. “He comes on Thursday and we play Mahjong.”

Asked whether he stands up to her skills as a dedicated Bridge player, and it seems she’s met her match. “He’s Chinese, of course he’s good!”

Wallie says it’s been tough for many of his Home Care clients who are more vulnerable to COVID-19 and have had to take far more precautions to stay safe amidst community transmission.

“I see five or six other clients regularly in the region who besides doctor or nurse visits, I may be the only face to face contact they’ve received that week.”

With Bridge at the local club on Monday, an informal few sessions of Bridge or Mahjong through the week, Mahjong with Wallie on Thursday, and regular water aerobics at the local pool, Mrs Kruse has a strong social routine that has been heavily on hold. “We mightn’t go back to that right away, but it’s certainly a good start.”



Update to Work Instructions

Behind the scenes, the team spent many hours reviewing, updating, editing and publishing new Work Instructions, which provide information on how each task should be completed.

There is a significant amount of time needed for training and work instruction/process reviews, but this transformation is just the start of a new look CHC which, in coming years, will go from strength to strength, driven by great people who care about our clients.

In conjunction with the Quality team, 47 Work Instructions were updated and rolled out as part of the transformation.

Success of the Transformation Project

We are already seeing the fruits of this hard work with the business now supporting over 1,000 Home Care clients, whilst also experiencing a reduction in any negative feedback and an increase in the performance of our Direct Care and In-Home Nursing Service teams.

There is now a capability within our Regional Business Manager team to execute any changes locally that have not been present previously. We completed a deep dive into our systems and processes to conduct a root cause analysis so issues could be actioned.

A new KPI framework will keep team members on track and allow for transparency and accountability. New processes and end results have been co-designed generating a greater buy in from team members and we have developed a more comprehensive training and support strategy.



ISO 9001:2015 certification

Amongst all of the hard work and challenges over the past 12 months, we successfully maintained ISO 9001:2015 certification in Community Health and Care.

Closure of Mooroopna Office

On 22 February 2021, we moved the Mooroopna office from its current location to a new site adjacent to our St Laurence Court Residential Aged Care Home in Eaglehawk, Bendigo.

It was identified a long time ago that we needed a more central office to support both clients and employees across all areas of the Rural North West region, including Horsham, Gisborne and Mooroopna. Our Regional Operations Team Leader and Client Advisor were doing many hours of travel so this move will save a lot of time which can be better directed to supporting our clients.

In addition, we are also running a pop-up office in Mooroopna once a month, where our Workforce Coordinator and Client Advisor are based for the day. This will allow employees and clients the ability to pop in and have a chat, pick up supplies or do anything else that may be required.

Macedon Ranges Health (MRH)

The Community Health and Care team reviewed and subsequently modified our Fee for Service model and Service Plan at our Macedon Ranges Health Centre.


The allied health, or primary care services offered at MRH were running at a deficit during the previous financial year. Due to the readjustment of the Fee for Service model and Service plan, the deficit has been turned to a \$620,000 surplus in the 2020/21 financial year.

In addition, to support the adjusted model, the Allied Health Plus brand was launched to better identify our private allied health services locally in Gisborne and the Macedon Ranges region.



Your most unhappy customers are
your **greatest source of learning.**

Bill Gates



Transforming the customer experience

Pre-Admission Trial

The purpose of the Pre-Admission Trial was to ensure a smooth transition into aged care occurs at all times for both incoming residents and their loved ones. This transition is often difficult and emotional for residents and their families, findings that have been supported by recent Benetas research and insights gleaned from employees and customers.

The Pre-Admission Trial ran in two Benetas residential homes, St George's and Gisborne Oaks, and included the introduction of a 'Pre-Admission Appointment' between the prospective resident and their loved ones with key team members at site. A suite of new materials was also developed to support the move.

The expectation was that the new admission process would not only improve the experience for customers, but also ease the workload for employees on site and ensure that all legal requirements were met.

The feedback has been overwhelmingly positive and the process will gradually be rolled out across all residential locations, positively impacting residents and families as well as Benetas employees.

Zipline

In September 2020, Benetas implemented Zipline, a new system for residential aged care visitors to book a visit and check-in on arrival. Updated restrictions mandated by the Australian Government due to COVID-19, meant that a number of requirements were to be met in order to visit a home, such as temperature checks and a current influenza vaccination.

The booking system ensures that visitor capacity is adhered to with allotted times booked out via the Benetas website. Zipline also provided tablets to the residential locations that have the capability to measure visitors' temperatures through thermal technology and provide a seamless check-in process.

Zipline provided Benetas with a solution that allows visitors to safely visit their loved ones in a streamlined manner without creating additional workload for our employees on site.



Pastoral Care

Throughout the COVID-19 pandemic the Pastoral Care team has been asked to support more residents, employees and Home Care clients across Victoria due to an increase in isolation, grief and loss felt by older people during lockdowns.

The team remained on site at our residential homes throughout lockdowns and at times needed to adapt their methods of support. A strong sense of grief and loss, isolation and loneliness was experienced by residents and employees, especially when a resident passed due to the virus.

Without the normal avenues to process this, such as face to face memorial services, the team created 'virtual' memorial videos, specific for each resident who passed away, in an effort to celebrate their life and help residents and employees have their moment to grieve.

For Home Care clients, technology was key when face to face contact was not possible. Zoom calls, phone calls and text messaging were some of the new normal methods of communication complementing face to face visits for many clients.



The work of the Benetas Pastoral Care team also inspired the development of additional training sessions on grief, loss and bereavement care, which was rolled out to Benetas employees across most of residential and in-home care.

A great sense of community and connectedness was felt when the Western Australian Parishes presented a tremendous gift to Benetas, donating 1000 handmade reusable face masks. We were able to distribute these masks to our Community Health and Care clients with an encouragement card from the Pastoral Care team, acknowledging the gift and reinforcing the benefits of pastoral support.



St Paul's Terrace resident Roma on the way to her 'One Wish'

One Wish and Hardship Fund

Benetas continues its commitment to social dividend through the One Wish Program and the Hardship Fund. Benetas' One Wish Program supports our clients and residents and contributes to their wellbeing by fulfilling a dream for them to remember and cherish.

The Benetas Hardship Fund supports clients who need short-term financial aid for urgent essential living requirements. In the last year, Benetas helped clients by providing funds to assist with requests such as home modifications and heating and cooling.

During the reporting period we delivered 3 wishes and 11 hardship requests.

ROMA FULFILS HER DREAM

At 94 years of age, football enthusiast, Roma Chester, had her chance to enjoy a live AFL match between St Kilda and Richmond. Roma, her family and two Benetas employees were picked up by limousine from Benetas' aged care home in Frankston, St Paul's Terrace, and driven to the match where they enjoyed a lovely meal before the game.

Following a challenging health year for Roma, the team at St Paul's Terrace had organised for the special event to help fulfil one of her dreams and create a memory with her family to cherish. Since a young child, Roma has always been an avid St Kilda supporter, but hasn't been able to attend a game in years. The wish was put on hold due to COVID-19, but Roma was incredibly patient and despite health issues she faced over the past year, was absolutely overjoyed to be able to have her wish come to life.





Pulse Checks

In September 2020, at the height of the COVID-19 outbreaks in Victorian aged care homes, we undertook a series of Pulse Checks to glean the public sentiment towards Benetas, as well as aged and health care services more generally in the midst of COVID-19.

The checks showed a rapid decline in overall trust of aged care providers (40% viewed aged care organisations as untrustworthy) and even more saw aged care in Victoria negatively (48%).

At the time, positive sentiment towards residential care was only 21 per cent. The sentiment towards home care services was much higher at 60 per cent positive, and there was strong support of aged care employees with 75 per cent of responders feeling 'positive' or 'very positive' about them.

Between September 2020 and March 2021, findings showed the consideration of aged care services was improving. The positive sentiment was overwhelmingly driven by positive regard for the efforts of employees.

This data showed a tremendous opportunity to promote positive stories about our employees. With this in mind advertising shifted to focusing on our amazing employees, the quality of our care and the trusted history of the Benetas brand.

By Your Side Brand Campaign

The brand campaign *By Your Side* was created off the back of the Pulse Check findings and featured employees across our services showcasing the special relationship they each have with our residents and/or clients. Each image included a statement directly from them such as 'I feel proud when my clients tell me I treat them with respect' and 'It's not just a job, the residents are family'.

This campaign shows the warmth, compassion and dedication of our employees during a demanding time for health and aged care workers across Australia. Five of our employees were featured on billboards, web, radio and press advertisements which appeared across Melbourne and regional Victoria from late October 2020.

Benetas Wins InnovAGEING National Award 2020

Benetas successfully took out the LASA InnovAGEING National Award for **Realising Wellness and Reablement** for the user-friendly online Positive Ageing Tool (PAT). Pat provides resources to older Australians tailored to their frailty scores and where they are in their aged care journey.

Our entry showed the impact of creating complex information in a really engaging and interactive way.

The PAT tool has been accessed by over 4000 people who completed the questionnaire in the first three months. Each of these responders have received tailored information which gives them practical information to improve their wellbeing.



Veterans Home Care (VHC) Assessment Services

The Benetas VHC Assessment Services team initially commenced in 2013 providing support to 1350 Veterans across the Hume and Gippsland regions.

As a result of an additional tender, Benetas was successful in winning all remaining Victorian regions to provide VHC Assessment Services effective 19 April 2021.

In addition to the five regions we already serve, Benetas now provides VHC Assessment Services to veterans across:

- Barwon South Western
- Grampians
- Loddon Mallee
- Western Metro

The team is now responsible for the coordination of VHC Assessment Services for 5750 veterans across the whole state of Victoria.

Customer Experience Focus

In April 2021, our Customer Centre moved from Mitcham to Blackburn into a newer, more COVID safe environment, allowing us to accommodate the expansion of our VHC Assessment Services team and our Customer Centre and Sales teams.

In line with our Next Generation Customer Experience Strategy, we continued to integrate the Customer Experience, or CX Strategy, into everything we do. This is our commitment to our Next Generation aspiration to deliver 'integrated and exceptional customer experience'.

The CX Principles of Genuinely Care, Grow Meaningful Connections, Value my Individuality and Show Me the Way have been adapted into our employee position descriptions, new starter inductions and performance reviews.

The CX Principles represent the distinctive Benetas experience from the customer point of view and provides practical guidelines for our employees about what this means for their day-to-day work – whether they are in customer-facing or supporting roles. The CX Vision and Principles have become a unifying approach across the whole organisation and a reminder that we are all serving the one customer – the person receiving our aged care services.

Centre for Cultural Diversity in Ageing



Lisa Tribuzio commenced in July 2020 as the new Manager for the Centre for Cultural Diversity in Ageing and has hit the ground running. She was appointed to the Senior Victorians Advisory Group to provide an advisory role to the Minister for Disability, Ageing and Carers on initiatives that address the needs of vulnerable and disadvantaged older people in Victoria.

In the past 12 months, over 300 individual diversity coaching consultations were conducted. In addition, the Inclusive Service Standards online learning modules were published and an online quality assessment portal for the Inclusive Service Standards was launched with webinars conducted about the portal for the sector.

Aged care communication cards and signage was published in 24 additional languages and the Centre now has aged care signage available in 61 languages on its website attracting 13,000 views. Two new video resources showcasing good practice in diversity and inclusion from leaders in the aged care sector were also released.

In early 2021, the Centre, together with key partners, secured a grant and launched the national Multilingual Older Person's COVID-19 Support Line in six languages. This was an incredible resource for people with English as their second language in a time that was overloaded with information and public anxiety.

A monthly online diversity training webinar series was delivered which had a total of 924 registrations and the Centre also delivered its annual online conference in June 2021, with the theme Care to Communicate: *Hearing the Voices of Older People*. The conference received over 500 registrations.



It's not about perfect. It's about **effort**.

And when you bring that effort every single day, that's where **transformation** happens.

That's how **change** occurs.'

Jill Michaels



Transforming the employee experience

Support Office Refurbishment

Our highly anticipated Support Office refurbishment commenced in October. Only skeleton staff were in the office with all other employees working from home until the refurbishment was complete at the end of January.

The new office environment has been designed to maximise the natural light with fixtures and finishes selected to provide a sense of calm and warmth. New workstations support employees' wellbeing with fully height adjustable desks and spaced with physical distancing in mind.

From large communal spaces, quiet areas and flexible work environments, our teams are now able to engage with their colleagues in many different ways. The space provides employees with a fresh and innovative workplace that builds stronger connectivity within our teams, and across business units encouraging smarter ways to work.





Employee Thank You Gala

In March we were able to hold our biennial Employee Thank You Gala in person at the iconic MCG, with HR Manager, Carol Dorian, as the MC. Over 300 attendees from across the business came together to let their hair down and celebrate the last two years – particularly with the challenges faced in the last 12 months due to the COVID-19 global pandemic.

From the food, to the photo booth, to the band, to the beautiful view over the ground at the MCG, the event had something for everyone. The dance floor was packed all night and the donated door prizes, including three overnight city stays, were highly sought after.

This was a truly special celebration to thank all employees for their amazing efforts during COVID-19 over the past months.

Benetas People Plan

Approved by the Executive Team and endorsed by the Board in late 2020, the Benetas People Plan is a strategic document which identifies and aligns our organisational People priorities with the Next Generation Strategy.

The outcomes of the Plan will be improved employee and volunteer experience, enhanced diversity and inclusion and transformation in capability across the remaining horizons of the organisational strategy.

Identified priorities have been grouped into four major areas of focus:

- Talent and Capability
- Culture and Engagement
- Wellbeing and Safety
- Volunteering

Listening Tour

After being interrupted by COVID-19, we completed the Listening Tour in 2021 and delivered on our promise to speak to employees at every Benetas site about their experiences and gain their input into what it takes to make Benetas a great place to work. As a result of this feedback, action plans were put in place and changes are already being made.

One theme consistent across all feedback groups, was the overwhelming sense of passion for the work that each and every one of our employees does and how much they deeply care for our residents and clients. This inspired our *What You Do Matters* campaign which showcases our very own employees as the incredible talent for the campaign.



Rebekah Wissman

What You Do Matters Campaign

What You Do Matters was launched on 16 October 2020 as a significant employee engagement campaign. It aligned to the Benetas People Plan and advances the Employee Experience (EX) roadmap. The campaign aims to support the EX objectives and our ultimate strategic outcome of a *Great Place to Work and Volunteer*.

What You Do Matters has been progressively rolled out across our website and intranet, incorporated into recruitment campaigns and people initiatives as well as all employee communications and templates.

The campaign has highlighted 11 employees across Benetas throughout the year, providing a snippet of their contribution as a reminder of the incredible impact all our employees and volunteers are making on the lives of older Victorians. We updated computer screensavers with images of the 11 employees and also distributed post cards and badges to all employees and volunteers.

Feedback received has been extremely positive with employees feeling valued and proud of the work they do.

WHAT YOU DO MATTERS – REBEKAH WISSMAN

Rebekah started her Personal Care Assistant training for a Certificate III at Corowa Court in August 2015 where she was asked to be a part of the casual bank of PCAs. She worked in every apartment getting to know all the residents throughout the building. Rebekah then decided to upskill and completed her Dual Cert IV in Aged Care and in Leisure and Health, becoming a permanent employee looking after residents in one apartment and was able to understand the needs of residents on a deeper level by building long term relationships.

The position for Community Engagement Coordinator became available just as she had completed her studies and she was recommended by her colleagues to apply, even though this was not the path she was planning on taking. Little did she know she had stumbled upon a job that would turn into her passion.

Rebekah often describes working in aged care as being similar to having 120 grandparents – everyone gives her advice and wants to know how her life is going. She says there is a desire for the older generation to pass on their knowledge and experiences to others and likes being on the receiving end.

Rebekah describes Benetas as top-of-the-line when it comes to aged care. She believes people that work in aged care have a big heart. In her words, “You see past an outer appearance and look into who a person really is inside. Working in aged care gives me meaning and personal satisfaction that cannot be found with every career path.”



Happy volunteers at our Thank You Lunch

Volunteer Thank You Luncheon

After COVID-19 prevented us from holding the event in 2020, we were delighted to be able to hold our annual Volunteer Thank You Luncheon in person in 2021 at the beautiful Leonda by the Yarra.

With over 100 volunteers in attendance as well as Benetas employees, Executives and members of the Board, we recognised all our volunteers for their commitment and dedication to the Benetas community as well as those volunteers celebrating milestone years of service.

Our volunteers play a vital role in the Benetas community and they make an invaluable contribution to our community and customer experience outcomes. Whether they drive buses at sites, play board games with residents, work in our op shops or simply just listen to someone who needs to be heard, we are very thankful for every little way our volunteers change communities and change lives.

Leadership Capability Framework

We created a Leadership Capability Framework that describes what great leadership looks like at Benetas, no matter what our role. Sorting cards were produced to enable effective discussions during performance reviews, with the cards being sorted both by managers for their teams and for managers from their teams. The cards enabled much deeper discussions around opportunities and areas for development.

The framework is being fully integrated into all aspects of the employee lifecycle – recruitment, induction, performance and development, recognition and reward, and formal leadership development programs.

Benetas recognises the impact that great leadership has on customer and employee experience, and ultimately the success of Benetas.



Gisborne Men's Shed members with Samira Richards, General Manager of People, Culture and Diversity

Human Resources

The Human Resources team provided extensive support to a number of organisational initiatives and change programs.

For Residential Services this included major roster changes at Colton Close and The Views, and all of the HR support required for the acquisition of Clarinda on the Park.

In the Community Health and Care (CHC) portfolio it included extensive support for the CHC Transformation Project, particularly with regards to the restructure. It also included supporting the recruitment assessment centre pilots, closing of the Mooroopna office, Intake and Administration restructure at Macedon Ranges Health, and helping to deliver the ISO 9001:2015 certification audit.

A pay audit was also conducted across the business to continue to ensure we are paying employees accurately. It has been an incredibly busy year for the team.

Recruitment

Following the appointment of Benetas' first Recruitment Business Partner in 2020, the 2020/21 reporting period saw a number of changes in recruitment across the organisation.

An electronic reference checking system was launched, saving valuable time for hiring managers and speeding up the recruitment process. Recruitment reporting to operational areas was improved and the *Brecruit integration project for improved onboarding* was prioritised.

This year also saw a consolidation of volunteer documentation and a more consistent induction for new volunteers.

Spark Aged Care Traineeships

We were able to continue the Spark initiative despite the challenges of COVID-19 and lockdowns.

Currently we have 22 Spark graduates working with Benetas and another group of 10 trainees have just commenced their employment with Benetas and should graduate in 2022.

Spark is an employment and capability model designed for Benetas to 'build its own' capability. We employ people without qualifications, but with the right values and motivation to work in aged care, on a traineeship. The 'Sparkies' are provided with immersive on-the-job training, buddying with experienced personal care workers which enables them to complete their Certificate III in Individual Support whilst working.



Vikki Ough



R U OK? Day



Luke Boreham

Nicolette Caggiati-Shortell

Aged Care Employee Day - 7 August 2020

Aged Care Employee Day is an official day to thank, honour, recognise and celebrate every single person who works in the aged care sector. It has been particularly challenging since the beginning of the COVID-19 pandemic, however, our employees continued to provide care with professionalism, compassion and dedication for those in our community, and for this, we are truly grateful.

On Friday 7 August, all employees were recognised with a Thank You card delivered to their home signed by Benetas' Chairman, Michael Urwin, and CEO, Sandra Hills OAM, along with a \$50 gift card.

The day also saw us celebrate our second Benetas Aged Care Employee Day Awards, recognising a number of employees who represent the Benetas values in the work they do each day. The 2020 Benetas Aged Care Employee Day Award winners were:

- **Vikki Ough** Clinical Nurse Consultant, Kangaroo Flat
- **Nicolette Caggiati-Shortell** Allied Health Assistant, MRH
- **Luke Boreham** Human Resources Business Partner, Support Office

Wellbeing Initiatives

A number of wellbeing initiatives were rolled out across the organisation during the reporting period with a focus on employee wellbeing and safety.

In September 2020, Benetas continued its support for **R U OK? Day** and mental health, with local sites marking the occasion by wearing a splash of yellow. The day was accompanied by branded KitKats that were donated from Coles and delivered to all employees to enjoy.

STEPtember was once again held in September and saw 17 Benetas teams not only competing against each other for the highest number of steps, but working together to raise awareness and much needed funds for Cerebral Palsy. Our teams achieved a collective step count of 21,490,967 and raised over \$6,000 for the cause.

We engaged a new fire and emergency provider as well as a new Employee Assistance Program (EAP) provider – Prima, replacing the previous provider.

An eight week psychological resilience program pilot with employees from all business units was trialled with excellent feedback.

An Injury Management System (Injury Master) was implemented to improve efficiency, tracking, reporting and accuracy in injury, claims and early intervention management. Injury management and return to work training was also delivered to leaders.

Influenza Vaccination Program

The Influenza Vaccination Program is rolled out across Benetas each year. This year, given the continuing challenge of COVID-19, it was imperative that all those able to be vaccinated were vaccinated. Since government directives came into effect in early 2020 that mandated individuals to obtain their vaccination before entering residential aged care homes, we have seen a huge uptake in our program.

This uptake not only assisted in ensuring more of our employees were vaccinated, but also brought home the importance of getting vaccinated and the positive health impacts vaccinations have on older people in our community.

Who we are

Benetas was established by a small group of benevolent volunteers from the Anglican Diocese of Melbourne in 1948 and was born from the urgent need to provide support and care to older Victorians.

Benetas is committed to its customers by providing a full range of high quality community based services, residential aged care homes and apartments across metropolitan Melbourne and regional Victoria. Along with a strong customer focus, we ensure that our Anglican heritage and passion for social justice remains at the forefront of our purpose, by contributing a social dividend which sees any profit reinvested into growing and expanding our services and initiatives.

Our places

14
residential sites

1151
residential care places

135
retirement units

Our time

18,508
In-home nursing hours

125,774
direct care hours at home

32,051
respite hours

Our people

1,679
staff

338
volunteers



What we stand for

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.

Our values

Respect

We take time to understand and value each person and respect their choices.

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.

Responsibility

We act with integrity towards our clients, their families and carers, our supporters and the broader Anglican community.





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 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.

With an aim to contribute wherever he can, Michael understands it is a demanding time to be involved in aged care and wishes to support Benetas to continue to be the best aged care provider possible. The COVID-19 pandemic has thrown up significant challenges in aged care, as has the Royal Commission. He sees these challenges leading to significant change and improvement in the sector.

Michael was blessed with a number of inspirational mentors both as a student and a teacher. He 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 to developed.



Sean Balding

Appointed to the Board in September 2017
BCom, CA, GAICD

Sean Balding is currently the Chief Operating Officer of boutique insurer Eric Insurance, with over 30 years' experience in financial consulting. He has also previously been a partner at Ernst and Young and involved in a number of significant transactions.

With significant experience in the financial sector, Sean is focused on applying that expertise at Benetas. Sean believes his experience in financial consulting and enabling business growth will be of benefit to Benetas adapting and thriving in its sector. Sean is interested to see where the changes in the aged care industry will take Benetas and the steps that the business will take to go forward in the changing environment.

Like many successful professionals, Sean believes in the wisdom of taking all opportunities presented. He accredits his career to a combination of having some great mentors as well as being an inquisitive individual with a curiosity in emerging trends. Sean enjoys following innovative companies who are seeking to transform their sectors.



Helen Bloustein

Appointed to the Board in June 2017
B.Comm, Cert. Actuarial Techniques (IFoA),
MAICD

Helen Bloustein brings 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 with Colonial and AXA Investment Management, and been a member of the executive management team at VicSuper.

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.

Our Board of Directors continued



Susan Campbell

Appointed to the Board in December 2014
FCPA, MAICD, MBA, BCom, GradDip(SIA),
Cert IV TAA

Susan brings to Benetas a range of skills in risk and finance, and many years of experience in governance, having recently retired as 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 2020. She sincerely hopes that whilst the staff have done an amazing job, we will 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

Deirdre Fetherstonhaugh is the Director of the Australian Centre for Evidence Based Aged Care (ACEBAC) at La Trobe 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, measuring performance in aged care and clinical risk in residential aged care. She is also currently involved in delivering three-day education and training workshops on 'comprehensive health assessment of the older person' for enrolled and registered nurses.

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' experience in the aged care sector, Deirdre brings invaluable research skills and 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 to always look 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
M Pol Admin, Grad Dipl Business (Health Admin),
Dipl Physio (UK)

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 continued



Assoc. Prof. Michael Murray AM

Appointed to the Board in July 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 and most recently, his appointment as the interim Chief Clinical Advisor to the first Aged Care Quality and Safety Commissioner.

Michael holds several board and committee positions with a variety of health and educational institutions and is the president of the National Ageing Research Institute and President of the Continence Foundation of Australia among others. Michael was recently appointed to the Aged Care Advisory Group of the AHPPC.

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' 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 organisations' strategic focus within the changing context of aged care.



Julia Pryor

Appointed to the Board in February 2019
B.A. Law, B.HIS&Classics, ExecM.A.
(Leadership&Mgt)

Julia is presently the Chief Risk Officer, Superannuation, Retirement and Platforms at AMP and brings 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 Management Team



Sandra Hills OAM

Chief Executive Officer
MBA; GDipHumanServMgt; GCertHlthServR&E;
BA (Psych and Soc)

Sandra 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 a 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 company, 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 own 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 member of the Anglicare Australia Board member of the National Aged Care Alliance, a member of the LASA (VIC) Members Advisory Committee and a Director of the Aged Care Workforce Industry Council.



Neil Fawcett

Chief Financial Officer and Company Secretary
Bbus(Acc)(Ec); ACA

With extensive experience in a range of senior financial management roles across numerous industries, Neil brings a wealth of knowledge to the Benetas Executive Team. His previous employment includes Ernst & Young Auditing and Consulting (Melbourne and USA), GE Commercial and was the Financial Controller at State Street Australia Limited, before he joined Benetas in August 2007.

Neil firmly believes hard work and resilience will eventuate in success and sees his position on the Executive Team as an opportunity to develop and influence positive outcomes in order to create services that anyone would be proud to use.

In the near future Neil is looking to explore board opportunities for himself to further his already impressive career.



Verity Leith

General Manager, Residential Services
Cert (General Nursing); CritCareCERT; B(Ed)

Verity joined Benetas in September 2019, with extensive experience in executive management roles within the industry, including previous positions at Estia Health and Blue Cross as regional and executive manager, respectively. She is looking to commence the Australian Institute of Company Directors course within the next 12 months.

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 their Next Generation Strategic plan through strong business drivers with successful outputs.

Verity's advice is to back yourself as a professional and say 'yes' to challenges or opportunities. She undertook a Women in leadership course and remains close with her alumni. 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.

Our Executive Management Team continued



Nicola Reynolds

General Manager, Customer Innovation and Marketing
MBA; GDip Innovation and Entrepreneurship; BA

Nicola joined Benetas in February 2016, bringing with her more than 20 years' experience in senior roles in business and marketing strategy, across aged care and community services, education, public transport and data marketing sectors. She has worked in these sectors whilst they were undergoing significant market and regulatory changes, equipping her with a firm grasp on managing change and achieving results as sectors move from a government to consumer orientation.

Her experience stretches from market analysis, research and brand management to public affairs, advocacy and corporate reputation management. She is highly agile in her work, ensuring she keeps her eye on current trends and their relevance to the industry. Nicola has won 15 awards throughout the course of her career, both individually and as a team leader and is a Fellow of the Australian Marketing Institute.

Nicola is proud of the role she currently plays in the development of Benetas' enterprise-wide Customer Experience Strategy and is eager to see the strategy implemented in the coming years.



Samira Richards

General Manager, People, Culture and Diversity
BSc; PGDip (HRM)

Samira joined Benetas in January 2018, with over 20 years' experience in management and leadership roles. For the previous 14 years Samira has been developing a successful Human Resources leadership career in the Higher Education sector.

Samira has been involved in major organisational change initiatives in her previous roles and with her strategic mindset and strong relationship management skills she is keenly focused on future proofing the business, determined that Benetas will be prepared irrespective of what comes our way.

Samira holds cross-functional capabilities in high regard and says it's a valuable tool for every young professional in human resources. With a family-oriented mindset Samira has an infectious and outgoing personality and draws professional inspiration from those around her.

Leading a team of 30 in Benetas' People, Culture and Diversity function, Samira is responsible for delivering a suite of initiatives and programs to a workforce of Benetas' 1,700 employees and an additional 400 volunteers. Samira acknowledges that as the demands of the aged care sector grow, the importance of a strong, capable and engaged workforce is critical to delivering positive customer experience outcomes.



Dr Catherine Joyce

General Manager, Quality, Outcomes and Research
BA (Hons); MPsych; GCert Higher Ed, PhD.

Catherine has been with Benetas since 2016, and has been General Manager of Quality, Outcomes and Research since June 2019.

She was previously Manager of Research and Innovation at Benetas, and has worked in a range of research and policy roles in the academic, government, and not-for-profit sectors. Across her career, she has had a consistent focus on linking research with policy and practice. Leading the Quality, Outcomes, and Research division enables her to continue this, as the division supports evidence-informed, person-centred, best practice care and services that deliver positive outcomes for all Benetas clients.

Catherine's research background diversifies the Executive team and provides the organisation with a considered and distinct viewpoint to focus on evidence-informed decisions.

Her advice to young professionals is that you don't need to know what you want to do forever, just what you want to do next.

Catherine takes a considered and reflective approach to her work and views kindness as an integral and undervalued trait.

Our Executive Management Team continued



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 in the role of 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 choice of accommodation, care and services, of which there are a number of plans underway. These communities align with the Next Generation Strategy in 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 facet to success.



Helen Kemp

General Manager, Community Health and Care
BA, MBA

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

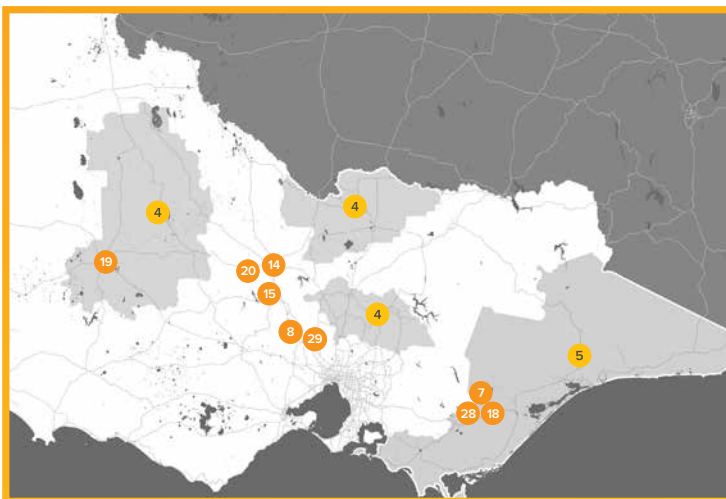
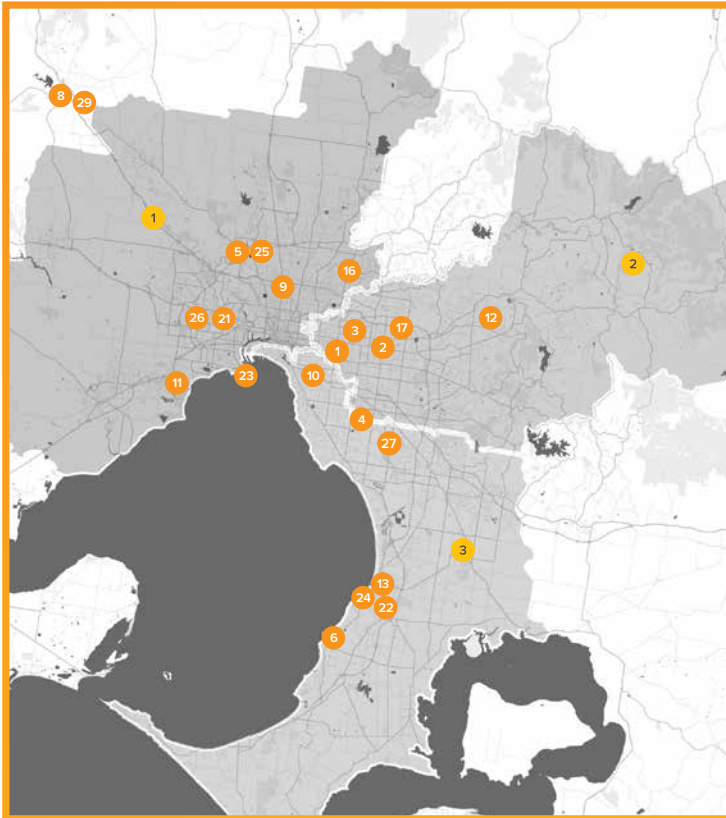
Appointed in 2020 as General Manager of Community Health and Care for Benetas, Helen oversees the organisation's delivery of essential home care and community health programs for people across Victoria.

Drawing on her expertise in workforce management and customer centred care, she is driving forward the division's three year transformation to deliver an exceptional care experience for every person it serves.

Prior to this, 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 2 start-up organisations, both of which exited successfully through trade sales.

Helen holds an MBA from University of Melbourne's Business School and BA from the University of Queensland. She has also trained as a nurse. She further lends her voice for 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.

Where we are



ADMINISTRATION

- 1 **Benetas Support Office**
Hawthorn East
- 2 **Benetas Customer Centre**
Blackburn

RESIDENTIAL CARE HOMES

- 3 **Benetas Broughton Hall**
Camberwell
- 4 **Benetas Clarinda on the Park**
Clarinda
- 5 **Benetas Colton Close**
Glenroy
- 6 **Benetas Corowa Court**
Morningside
- 7 **Benetas Dalkeith Gardens**
Traralgon
- 8 **Benetas Gisborne Oaks**
Gisborne
- 9 **Benetas Gladswood Lodge**
Brunswick West
- 10 **Benetas Lovell House**
Caulfield North
- 11 **Benetas St George's**
Altona Meadows
- 12 **Benetas St John's Park**
Mooroolbark
- 13 **Benetas St Paul's Terrace**
Frankston
- 14 **Benetas St Laurence Court**
Eaglehawk
- 15 **Benetas St Laurence Court**
Kangaroo Flat
- 16 **Benetas The Views at Heidelberg**
Heidelberg

HOME CARE OFFICES

- 17 **Benetas Home Care North East**
Mitcham
- 18 **Benetas Home Care Gippsland**
Traralgon
- 19 **Benetas Home Care North West Grampians**
Horsham
- 20 **Benetas Home Care North West Rural**
Bendigo
- 21 **Benetas Home Care North West**
Braybrook
- 22 **Benetas Home Care South East**
Frankston

RESPIRE CENTRES AND PROGRAMS

- 23 **Benetas Bateman House**
Williamstown
- 24 **Benetas Hurlingham**
Frankston
- 25 **Benetas Kilby House**
Glenroy
- 26 **Benetas Sunshine**
Sunshine
- 27 **Benetas Springvale**
Springvale

RETIREMENT LIVING

- 28 **Dalkeith Heights Retirement Village**
Traralgon

MACEDON RANGES HEALTH

- 29 **Primary Care and Community Health**
Gisborne

HOME CARE REGIONS

- 1 **Benetas Home Care North West Metro**
- 2 **Benetas Home Care North East**
- 3 **Benetas Home Care South East**
- 4 **Benetas Home Care North West Rural**
- 5 **Benetas Home Care Gippsland**

Meetings attended by Directors

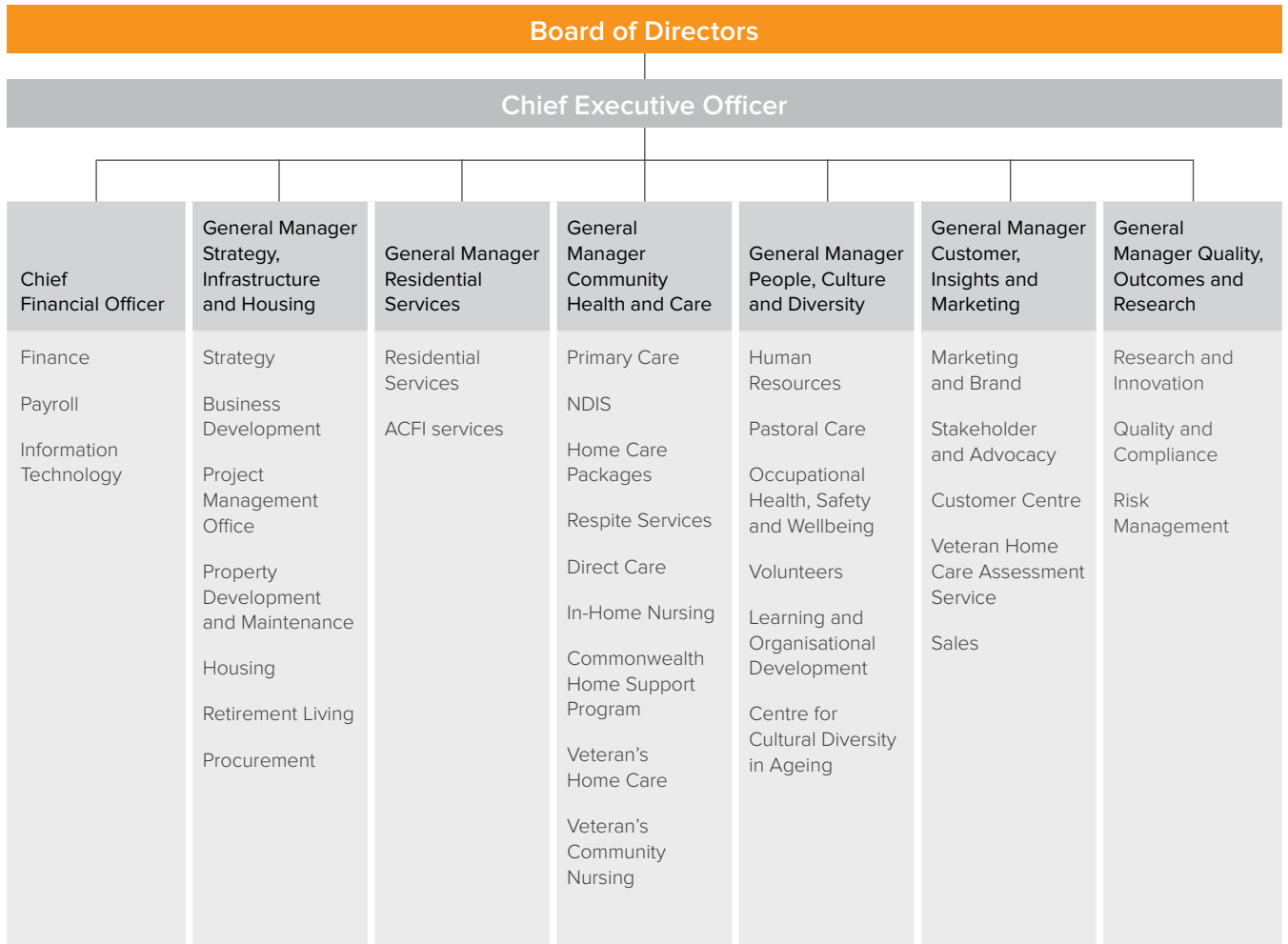
Financial year ending 30 June 2021

	Directors meetings		Quality and Compliance Committee	Financial Audit and Risk Management Committee	Investment Funds Management Committee	Governance Committee
	Meetings held (10)	Meetings held (10)	Meetings held (6)	Meetings held (9)	Meetings held (6)	Meetings held (4)
Current Directors	Eligible	Attended	Attended	Attended	Attended	Attended
Michael Urwin	10	10	5	9	5	4
Susan Campbell	10	9	-	7	6	-
Deborah Law	10	10	6	-	-	3
A/Prof Michael Murray AM	10	10	6	-	-	-
Prof Deirdre Fetherstonhaugh	10	8	6	-	-	-
Archdeacon Helen Phillips	10	10	3	-	-	4
Helen Bloustein	10	9	-	-	6	-
Sean Balding	10	10	-	9	-	-
Julia Pryor	10	10	-	8	-	-
Paul McGlinn (External Advisor)	-	-	-	-	6	-
Dr Graeme Blackman AO (External Advisor)	-	-	-	9	-	3
Keith Dickie (External Advisor)	-	-	-	-	5	-
Diane Pardo (External Advisor) (note1)	-	-	-	-	3	-
John McKenzie OAM (External Advisor) (note 2)	-	-	-	-	-	2
David Percival (External Advisor)	-	-	-	8	-	-
Dr Therese Riley (External Advisor)	-	-	6	-	-	-
Elizabeth Loftus (External Advisor) (note 3)	-	-	-	-	3	-
James Smith (External Advisor) (note 4)	-	-	-	-	3	-
Sandra Hills OAM (Non-Director)	-	10	6	9	6	4
Neil Fawcett (Non-Director) (note 5)	-	10	-	9	6	-

Please note:

1. Diane Pardo retired as an External Advisor on 4th December 2020.
2. John McKenzie OAM retired as an External Advisor on 29th October 2020.
3. Elizabeth Loftus was appointed as an External Advisor to the Investment & Funds Management Committee on 10th February 2021.
4. James Smith was appointed as an External Advisor to the Investment & Funds Management Committee on 10th February 2021.
5. Neil Fawcett was appointed to the Investment & Funds Management Committee on 7th June 2021.

Organisational structure



Financial summary

Results

Benetas has delivered an improved result for the 2020/2021 financial year, despite the very difficult operational environment due to impacts of COVID-19.

The company continued to focus on its operational performance, particularly our Residential and Home Care services delivering a surplus of \$7.2m (prior to impairment of assets and fair value adjustments) for the year ended 30 June 2021. This represents an increase of \$3.3 million or 88.7% on the 2019/2020 result due primarily from increased government funding in response to COVID-19. We recognised a \$766k loss from “fair value” adjustments to our investment property, and a \$693k impairment charge to property, plant, and equipment. The impact of these items resulted in an overall net surplus for the year ended 30 June 2021 of \$5.7m.

Regulatory Environment

Home Care

Government reform in the Home Care space continues to be very slow and complicated. The next major change to take affect from October 2021 is being moved to the new Improved Payment Arrangement (IPA) regime with providers only permitted to claim actual expenses incurred by package recipients in any given month. Preparation for this change has required major system changes to cater for the new claiming process but also to manage client package balances in accordance with the new rules. On a very positive note we have seen a steady increase in the number of clients choosing Benetas as their preferred provider. We continue to bed down our Sandwai technology in both the Home Care Package and Direct Care areas and continue to focus on improvement opportunities to realise the benefits we expected it to deliver.

Residential Care

During the year the government announced additional funding in the form of additional subsidy payments, payments for retention bonuses (three (3) in total) to care staff and “single site” payments. This equated to an additional \$3.8m to assist in managing the impact of COVID-19 up to 30 June 2021. We incurred additional costs of approximately \$709k to manage the impact of a significant outbreak at our St George’s aged care home from July’20 – Nov’20. Across the entire service we incurred additional costs of over \$1.0m. The Aged Care Funding Instrument (ACFI) continues to be the major source of funding for residential care services. Occupancy also continues to be the key driver of ACFI performance in 2020/2021.

Occupancy for the year was 88.4%, down from 90.1%. High resident turnover > 30%, as residents entered care with higher care needs, and the impact of COVID-19 has seen residents delaying the entry into care and impacted our occupancy. On the positive side we have been able to maintain our ACFI income per resident per day at or above target levels. The organisation continues to develop strategies to maximise ACFI outcomes to ensure we can continue to deliver high quality care. Reduction in agency staff usage has been another high priority focus area throughout 2020/2021. We have been able to successfully largely contain agency usage overall however there are a number of homes that continually struggle to fill vacant positions and require agency backfill. Our Refundable Accommodation Payment (RAD) and Daily Accommodation Payment (DAP) performance continues to be maintained at current levels despite the reduction in occupancy levels, equally we have observed DAP annual income per client remain consistent throughout 2020/2021.

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 assets 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

Benetas performed “value in use” calculations to determine the recoverable amount of its bed licences. The recoverable amount was determined to be greater than the carrying value and therefore no impairment charge needed to be recognised.

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. Both unrealised and realised gains and losses are recognised as other comprehensive income. Dividends on these financial assets are recognised as other income in the profit and loss.

Valuation of Dalkeith Retirement Village and St John's Rise Retirement Village

Investment property and the corresponding resident lease liability is required to be held at fair value. An external valuation was obtained to assist in the determination of fair value as at 30 June 2021. Adjustments to the carrying value of the investment property and resident lease liabilities was \$1.9m and (\$2.6m) respectively.

Adoption of Australian Accounting Standards Board (AASB) 16

The company has adopted AASB 16 from 1 July 2019.

The standard replaces AASB 117 'Leases' and for lessees eliminates the classifications of operating leases 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 is replaced with a depreciation charge for the right-of-use assets and an interest expense on the recognised lease liabilities. The depreciation charge was \$769k.

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 \$8.7m.

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. However, where a "for profit" pays a "shareholder" a dividend, Benetas allocates a "social" dividend. Such activity included 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 to be in excess of \$1.0m. Benetas also cares for a large number of "supported" residents in our residential care services. The average supported ratio throughout 2020/2021 was 41.5% (2020 44.7%).

Investments

The 2020/2021 financial year has been very challenging with COVID-19 continuing to drive significant volatility in global financial markets impacting both values and returns.

The value of the company's investments increased to \$85.0m as at 30 June 2021, up from \$60.4m in the prior year. During the year the company disposed of \$67.7m of investments which have either been reinvested or returned to cash reserves during the year. The company acquired \$57.7m of investments comprising reinvested proceeds from investment disposals. Global financial markets have recovered well in 2021 seeing the portfolio deliver a "positive" return of 19.75%. The company invests primarily in ASX Top 400 listed corporations which have performed very well in line with the broader global market in 2021. The return was significantly above the benchmark index established by the Investment Committee by 12.45 per cent.

The company's long term investment objectives are:

- Outperform Morningstar Australian Multisector Growth Index
- Achieve growth of at least CPI
- plus 3.5 per cent over a rolling 5 - 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.
2016	(0.12)
2017	10.06
2018	7.94
2019	5.22
2020	(11.04)
2021	19.75

Significant movements throughout the year include:

- Realised Net Capital Losses of \$5.8m
- Unrealised Net Capital Gains of \$13.8m

Our investments continued to generate a modest flow of dividend and interest income, however has again decreased year on year by \$2.4m or 52.6 per cent. This was primarily the result of a reduction in dividends due to the impact of COVID-19.

Capital Expenditure

This year has seen an increase in the residential services footprint with the acquisition of Clarinda on the Park, a 90 bed facility in Clarinda. Construction of the third and final Stage 3 of the Dalkeith Heights Retirement Village in Traralgon is due to be completed in April 2022 and completion of the first tranche of Stage 1 of our new development St John's Rise Retirement Village in Mooroolbark is due in July 2022. Several other projects are in the various stages of planning and detailed design.

Operations

The company exceeded budget expectation reporting a net surplus (prior to impairment of assets) of \$7.1m for the year ended 30 June 2021.

The organisation continues to focus on improving the operational performance of our Residential, Home Care, and Primary Care services. It has been another particularly challenging year for all our services.

Income

Operating income totalled \$158.7m an increase of \$6.2m. This comprised an increase in government subsidy and fee income of \$7.5m and a decrease of (\$1.3m) in other income. Government subsidy income increased throughout 2020/2021 as a result of additional subsidy payments relating to COVID-19. Increases continued to be hampered by the high turnover in Residential Care and the inability to replace like with like in respect of acuity and challenges in just filling vacant beds. COVID-19 has also seen residents continue to delay entry into residential aged care. Other income increases comprised \$1.5m from the adoption of AASB 16.

Expenditure

Operating Expenditure totalled \$151.5m, an increase of \$2.9m. A major contributor was the increased expenses relating to the management of an outbreak at our St George's aged care home and increased cost generally relating to additional infection control measures across all our homes.

Salary and wage expense remained the largest contributor with increases driven by the agreed EBA rates increases for Residential Care staff. All other expense items were relatively consistent to the previous year. Depreciation expense was impacted by full year depreciation on the new developments and technology. Employee benefits comprised 57.3% of total expenditure (2020 57.0%). Other significant expenditure included Client Specific Costs 8.9% (2020 10.0%), and Catering Costs 6.8% (2020 7.0%).

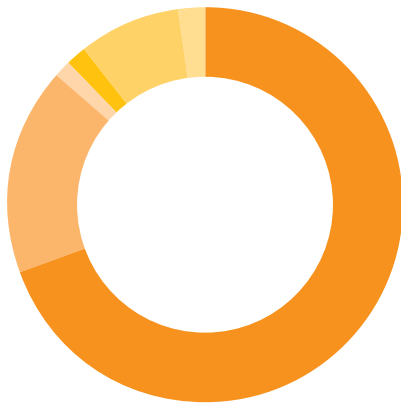
Summary of Significant Changes in Financial Position

The organisation continues to maintain its strong financial position with an increase in net assets of \$19.4m to \$228.8m (2020 \$209.4m). Total assets increased to \$493.8m up \$29.4m due to an increase in "property, plant and equipment" of \$7.2m and investment properties of \$16.0m. Total liabilities increased to \$265.0m up \$10.0m, notably Refundable Accommodation Deposits (RAD's) up \$8.0m, and Unspent Home Care Package Funding increase \$2.9m.

The company established a "loan facility" with ANZ Bank of \$15m to assist Retirement Living development cash flows however has yet to be drawn upon. It continues to hold significant cash reserves with \$111.5m held at-call or on term deposit, of varying maturity, with several top tier banks.

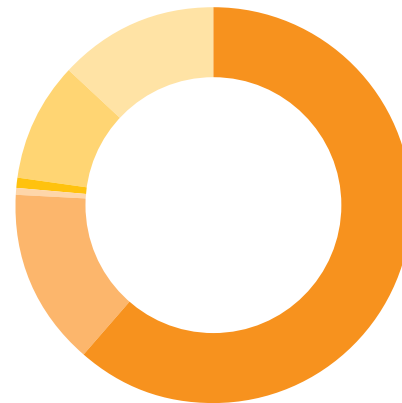
* The financial statements, independent auditors report and declaration are an extract of, and have been derived from the full financial report of Anglican Aged Care Services Group for the financial year.

Summary of Income by service type 2021



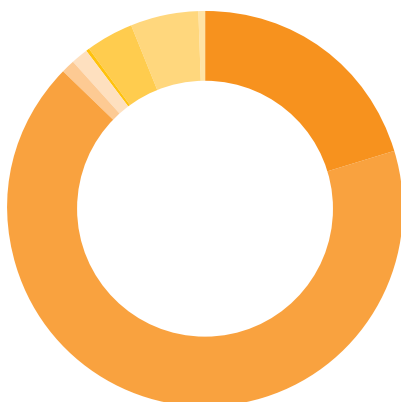
- Residential (70%)
- Home Care (17%)
- Day Centres (1%)
- Housing (2%)
- Investments (8%)
- Other (2%)

Summary of Expenditure by service type 2021



- Residential (61%)
- Home Care (15%)
- Day Centres (1%)
- Housing (1%)
- Investments (9%)
- Other (13%)

Income by source



- Client service income (20%)
- Government subsidy (67%)
- Donations (0.2%)
- Dividends received (0.2%)
- Other income (2%)
- Interest received (0.1%)
- Gain on disposal (4%)
- Lease income (6%)
- Rental income (0.5%)

Expenses by source



- Employee benefits expenses (57%)
- Depreciation and amortisation (7%)
- Repairs, maintenance and vehicle running costs (4%)
- Rental expense (0.2%)
- Catering expense (7%)
- Client specific costs (9%)
- Cleaning expenses (3.5%)
- Utilities, rates and insurance (3%)
- Interest paid (0.3%)
- Other expenses (9%)

Statement of profit or loss and other comprehensive income for the year ended 30 June 2021

	2021	2020
	(\$'000's)	(\$'000's)
INCOME FROM CONTINUING OPERATIONS		
Revenue	148,630	139,685
Other Income	10,026	12,677
Total revenue and income	158,656	152,362
EXPENSES FROM CONTINUING OPERATIONS		
Employee expense	(86,737)	(85,354)
Depreciation and amortisation expense	(11,116)	(10,678)
Client specific expense	(13,605)	(14,277)
Catering expense	(10,323)	(10,257)
Cleaning expense	(5,265)	(4,377)
Repairs, maintenance and vehicle running expense	(5,533)	(5,667)
Rental expense	(356)	(563)
Utilities, rates and insurance expense	(3,819)	(4,101)
Other expenses	(5,523)	(5,369)
Interest paid	(9,180)	(7,904)
Net surplus before impairment of assets and fair value of investment property	7,199	3,815
Fair value of investment property	1,851	(354)
Fair value of lease liabilities	(2,617)	(966)
Impairment of property, plant and equipment	(693)	(73)
Net surplus after impairment of assets and fair value of investment property and before tax	5,740	2,422
Tax expense	-	-
Net surplus for the year	5,740	2,422
Other comprehensive income (or loss):		
Items that will not be reclassified to profit or loss		
- Fair value movement of investments (financial assets)	13,707	(11,836)
Total other comprehensive income (or loss) for the year	13,707	(11,836)
Total comprehensive income (or loss) for the year	19,447	(9,414)

Statement of financial position as at 30 June 2021

ASSETS		
CURRENT ASSETS	2021 (\$'000's)	2020 (\$'000's)
Cash and cash equivalents	48,178	45,050
Accounts receivable and other debtors	10,835	9,597
Financial assets	63,293	84,839
Assets held for sale	-	2,943
Total Current Assets	122,306	142,429
NON-CURRENT ASSETS		
Financial assets	85,067	60,395
Property, plant and equipment	196,689	189,489
Right of use assets	3,708	3,794
Intangibles	27,806	26,081
Investment properties	58,286	42,283
Total Non-Current Assets	371,556	322,042
Total Assets	493,862	464,471
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable and other payables	246,661	238,117
Lease liabilities	1,260	658
Employee provisions	11,128	10,224
Total Current Liabilities	259,049	248,999
NON-CURRENT LIABILITIES		
Lease liabilities	2,823	3,184
Employee provisions	3,150	2,895
Total Non-Current Liabilities	5,973	6,079
Total Liabilities	265,022	255,078
Net Assets	228,840	209,393
EQUITY		
Retained earnings	213,681	213,924
Other contributed equity	3,793	3,793
Reserves	11,366	(8,324)
Total Equity	228,840	209,393

Statement of cash flows for the year ended 30 June 2021

	2021 (\$'000's)	2020 (\$'000's)
CASH FLOW FROM OPERATING ACTIVITIES		
Commonwealth, State and Local Government grants and client income	139,961	134,514
Receipts from donations, bequests and raffles	158	62
Payments to suppliers and employees	(135,352)	(126,368)
Interest received	543	1,358
Dividends received	1,644	3,255
Interest paid	(282)	(417)
Net cash generated from operating activities	6,672	12,404
CASH FLOW FROM INVESTING ACTIVITIES		
Proceeds from sale of property, plant and equipment	9,269	9,286
Payments for business combinations	(11,285)	-
Payment for property, plant and equipment - residential aged care	(2,490)	(8,008)
Payment for property, plant and equipment - non residential aged care	(1,206)	(2,655)
Proceeds from sale of investments (financial assets)	67,723	35,140
Payment for investments (financial assets)	(57,143)	(62,714)
Payment for intangibles	(27)	(78)
Payments for investment property development	(10,263)	(1,074)
Net cash used in investing activities	(5,422)	(30,103)
CASH FLOW FROM FINANCING ACTIVITIES		
Refunds of residential RADs, accommodation bonds and entry contributions	(48,979)	(50,781)
Refunds of non residential accommodation bonds and entry contributions	(41)	(234)
Proceeds from residential RADs, accommodation bonds and entry contributions	50,893	73,358
Payments for leases	(442)	(584)
Refunds of retirement village leases	(2,404)	(4,179)
Proceeds from retirement village leases	2,851	5,772
Net cash generated from financing activities	1,878	23,352
Net increase in cash held	3,128	5,653
Cash on hand at the beginning of the financial year	45,050	39,397
Cash and cash equivalents at end of the financial year	48,178	45,050

Statement of changes in equity for the year ended 30 June 2021

	TOTAL RESERVES					Total Equity \$'000's
	Retained Earnings \$'000's	Other Contributed Equity \$'000's	Major Maintenance Fund \$'000's	Investment Revaluation Reserve \$'000's	Total Reserves \$'000's	
Balance at 1 July 2019	213,040	3,758	1,115	859	1,974	218,772
Comprehensive Income Surplus for the year						
Surplus for the year attributable to members of the entity	2,422	-	-	-	-	2,422
Other comprehensive income						
Investments (financial assets) revaluation	-	-	-	(11,836)	(11,836)	(11,836)
Other contributed equity	-	35	-	-	-	35
Total comprehensive income attributable to members of the entity	2,422	35	-	(11,836)	(11,836)	(9,379)
Transfer from reserves						
Major maintenance fund provision	(215)	-	215	-	215	-
Realised gain/(losses) on disposal of investments	(1,323)	-	-	1,323	1,323	-
Restated total transfers from reserves	(1,538)	-	215	1,323	1,538	-
Balance at 30 June 2020	213,924	3,793	1,330	(9,654)	(8,324)	209,393
Comprehensive Income Surplus for the year						
Surplus for the year attributable to members of the entity	5,740	-	-	-	-	5,740
Other comprehensive income						
Investments (financial assets) revaluation	-	-	-	13,707	13,707	13,707
Other contributed equity	-	-	-	-	-	-
Total comprehensive income attributable to members of the entity	5,740	-	-	13,707	13,707	19,447
Transfer from reserves						
Major maintenance fund provision	(217)	-	217	-	217	-
Realised gain on disposal of investments	(5,766)	-	-	5,766	5,766	-
Total transfer from reserves	(5,983)	-	217	5,766	5,983	-
Balance at 30 June 2021	213,681	3,793	1,547	9,819	11,366	228,840



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8 November 2021

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 2021, 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



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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 2021, 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 2021 and of its financial performance for the year then ended; and
- (ii) complying with Australian Accounting Standards – Reduced Disclosure Requirements and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.

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 2021, 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.

Liability limited by a scheme approved under Professional Standards Legislation.

Member of Deloitte Asia Pacific Limited and the Deloitte organisation.

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Directors' Responsibilities for the Financial Report

The Directors of the Entity are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Reduced Disclosure Regime 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.

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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, 8 November 2021

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 community

St Dunstan's Anglican Church, Camberwell

St Aidan's Anglican Church, Strathmore

Christ Church Essendon Opportunity Shop

Our donors

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

Bequests

- Estate of the late Joyce Helen Iggulden
- Estate of the late Eunice Irene McDonald

Trusts and Foundations

- The May and Dorothy Vicars-Foote Fund
- John Robert Ball Trust
- Equity Trustees - Eric Lang Estate
- Lord Mayor's Charitable Foundation



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**.







