



# BUNDALEER

*“adding life to later years”*

*A Year in Focus*

ANNUAL REPORT 2015-2016



## CONTENTS

Letter from the Chairperson	3
Letter from the Chief Executive Officer	5
Our Performance in 2015 / 2016	7
Independent Auditor's Report	11
About Bundaleer Care Services	12
Director's Report	15
Operational Performance	20
Letter from the Director of Nursing	21
Letter from the Operations Manager	22
Letter from the Risk and Governance Manager	23
Community Engagement	24

# LETTER FROM THE CHAIRPERSON

It is my pleasure to present this annual report of the activities of Bundaleer Care Services on behalf of your Board of Directors.

**Your Directors acknowledge that it is a privilege to serve the Residents and clients of Bundaleer Care Services and Bundaleer Garden Village and we relish the opportunity to make significant contributions to the local community through our role.**

This past year has seen significant changes in legislative and budgetary reforms, which have created new challenges for the team at Bundaleer. The requirement for 24/7 Registered Nurse coverage in Residential Aged Care was welcomed by Bundaleer and the industry as a whole, but was an unforeseen change. The financial year commenced with uncertainty in the Residential Aged Care sector as the Federal Government implemented a new funding model, made more challenging by the \$1.2bn cuts to the Aged Care budget announced in May.

The Board remains cognisant of the increasingly complex regulatory and legislative framework that the aged care industry operates within, and accordingly maintains an emphasis on governance standards, strategic & operational risk management and compliance with regulatory authorities. As an organisation, the Board, Management and staff are committed to the delivery of quality care and services to our residents and the wider community and we are confident that this will continue and the challenges that we face will be overcome.

Bundaleer has been a hive of activity over the past 12 months and Residents, carers and visitors will have started to see a number of changes and improvements around our Cameron Street and Johnstone Street sites, including the installation of an extensive fire sprinkler system, upgrades to Independent Living Units and the ILU community room, as well as the installation of a 24 hour emergency call system in all units. A new village bus, including wheelchair lift, has been purchased, and a six-seat convenience buggy, enabling the team to run a scheduled chauffeur service around the village to benefit residents and visitors alike. I am also excited to announce our purchase of 67 High Street, which will be the site of a future care facility to complement Johnstone Street and benefit the whole community.

The care and service provided by Bundaleer at Johnstone Street, Cameron Street and to our Home Care clients continues effectively, efficiently and successfully. This is due to the dedication and professionalism displayed daily by our team. Special thanks to our CEO for his tireless and visionary efforts, and the sterling work of the Senior Management Team to establish Bundaleer as the facility of choice in the region. Our competent and dedicated team of clinical and operational managers, and every member of staff, are all excellent. The Directors acknowledge their outstanding efforts to provide our family of Residents a secure and happy home environment.

The Board acknowledges and thanks the immense contribution made to the Village by our loyal and caring volunteers. Where would we be without them? Congratulations to Mavis McGuinness, our long-time volunteer who was the Mid-North Coast Senior Finalist for the NSW Volunteer of the Year. Special thanks to Verna Wallace and all her hardworking fundraising team for the years of dedication to BCS. The Chair of the Resident's Committee, Noelene Hirst, has done an excellent job of representing the interests of our residents. Thank you to the committee for volunteering your time and efforts.

The Board retains full confidence in the strategies, operational structures and policies in place to ensure the ongoing viability of all facets of Bundaleer Care Services. Thanks to all Board members who volunteer their not inconsiderable time and expertise to Bundaleer and I look forward to their continued support and wise counsel in the year ahead. The Board of Directors remains passionate in its aim to provide within our means the very best we can for the residents and staff of Bundaleer Care Services.



Jeff Hallam  
CHAIRPERSON – BUNDALEER CARE SERVICES



Mavis McGuinness and the BCS Senior Management Team.

# LETTER FROM THE CHIEF EXECUTIVE OFFICER

We are striving to increase our focus on providing 'choice' to better improve health, quality of life and community inclusion for all.

*At BCS we believe in "adding life to later years"*

My first year as CEO of Bundaleer Care Services Ltd (BCS) has been a rewarding and challenging one. Much has been achieved, and I truly value the support I have received from all, especially my Senior Management Team, who have worked tirelessly in order for us to deliver on our promise of "adding life to later years". I am both proud and humbled to lead BCS, under the direction of our Board of Directors, and to live up to our constitutional objectives and strive to deliver our organisational values to the community.

Each day our team focuses on delivering high quality care to those who call Bundaleer home, and those who receive our care and support at home.

Our main focus has been on structures, education, governance and sustainability this financial year. Developing and implementing a programme of maintenance, conformance and performance which ensures good governance today and for the years ahead.

On 1st July 2014, the Commonwealth Government introduced the largest legislative change since the enactment of the Aged Care Act in 1997. The work undertaken over the past year has been to respond to the requirements of these changes, to set solid foundations for the future success of BCS, which is reflected in our financial statements. This has been a challenging financial year, which has resulted in a deficit (-\$205,607). Although not a strong financial result, the result has seen BCS acquire 67 High Street, begin the redevelopment of our Independent Living Units, begin the strategy of a long term capital (equipment and building) replacement programme, the upgrade of our ILU emergency call system, purchase of our Village buggy and the order of our new Village bus, to name only a few of our ongoing initiatives. Ensuring the ongoing financial sustainability of BCS is paramount as we continue to meet the growing needs of older Australians.

The elderly population in Wauchope and the Port Macquarie Hastings region is rapidly increasing, with the opportunity for BCS to play an even bigger role in delivering care within our community.

## **Wauchope and Port Macquarie Hastings LGA Population Projection: 2011 and beyond**

	<b>2011</b>	<b>2026</b>	<b>2036</b>
65 – 69 years	5,280	6,965	7,452
70 – 74 years	4,135	6,088	7,018
75 – 79 years	3,548	5,301	6,180
80 – 84 years	2,794	4,078	4,818
85+ years	2,494	3,309	3,832

As the only local community provider of aged care services in Wauchope, the Board and I see it as our personal responsibility to ensure that the community of Wauchope has access to health care services that not only meet the needs of the consumer, but are of the very highest standards.

The May Federal Budget saw significant cuts to the Aged Care budget of \$1.2bn, or a \$6,655 decrease in funding per resident. The cuts bring into question the government's understanding of the true costs of delivering complex care; these cuts also bring further challenges to BCS, but we are committed to ensure we deliver our strategy.

A solid operation focus is key to setting the foundations for success, and this year has seen BCS create our new Model of Care. This Model of Care is supported by four pillars: Clinical, Lifestyle, Environment and Community. Our focus on these four pillars will ensure our delivery of community inclusion across generations with an emphasis on sustainability, quality and choice.

### **Development and Implementation of Governance and Risk**

This year we have concentrated on governance structures. The Board sub-committees of Care Governance, Audit and Finance, Risk and Community Inclusion were developed. The further development of systems and audits has resulted in significant improvements, and it is envisaged that through these improvements, the level of care to our residents will also improve further. The whole team has been instrumental in ensuring that we have met all accreditation support visits from the Aged Care Quality Agency at both Cameron Street and Johnstone Street. This year the BCS membership passed a resolution to update the Constitution to a format that is modern, easily understood, and provides a further structure for the delivery of good governance at BCS.

I am also pleased to announce our strategic direction, which will guide us over the next two years and provides a solid foundation for success. This plan, developed by the Board of Directors and Senior Management, is simple: "be the provider of choice and the provider of quality services to our community" and is supported by six key directives. Our strategic direction is outlined on page 14 of this annual report.

I wish to take this opportunity to thank our members and the community for their continued support. I'd like to pay my personal respect to the BCS Board for their diligence and guidance and finally to the management and staff who have seen and experienced many changes over the past year, and for the care and respect shown to our resident and their families.

The forthcoming year will bring further challenges for BCS and our industry, but the Board and I are committed to deliver sustainable success to BCS, which with our community support we are confident to achieve. With our planned new facility to replace Johnstone Street, the continued upgrades of our ILUs and future developments at Cameron Street and High Street, the future of BCS is exciting.



Gareth Norman  
CHIEF EXECUTIVE OFFICER & COMPANY SECRETARY

# OUR PERFORMANCE – 2015/2016

## STATEMENT OF FINANCIAL POSITION

	2016 \$	2015 \$
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	1,368,676	4,086,694
Trade and other receivables	543,097	595,416
Financial assets	17,027,677	13,395,592
Other Current Assets	360,813	519,924
<i><b>Total current assets</b></i>	<u>19,300,264</u>	<u>18,597,627</u>
<b>Non-current assets</b>		
Property, plant and equipment	14,136,276	16,793,001
<i><b>Total non current assets</b></i>	<u>14,136,276</u>	<u>16,793,001</u>
<b>TOTAL ASSETS</b>	<u><b>33,436,540</b></u>	<u><b>35,390,628</b></u>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Trade and other payables	886,590	600,885
Loans and borrowings	21,622,538	20,926,104
Provisions	1,477,943	1,438,729
Other Liabilities	423,095	358,453
<i><b>Total current liabilities</b></i>	<u>24,410,165</u>	<u>23,324,171</u>
<b>Non-current liabilities</b>		
Provisions	92,435	221,177
<i><b>Total non current liabilities</b></i>	<u>92,435</u>	<u>221,177</u>
<b>TOTAL LIABILITIES</b>	<u><b>24,502,600</b></u>	<u><b>23,545,348</b></u>
<b>NET ASSETS</b>	<u><b>8,933,939</b></u>	<u><b>11,845,280</b></u>
<b>EQUITY</b>		
Retained earnings	6,973,574	7,179,181
Reserves	1,960,365	4,666,099
<b>TOTAL EQUITY</b>	<u><b>8,933,939</b></u>	<u><b>11,845,280</b></u>

## STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

	Note	2016 \$	2015 \$
<b>REVENUE</b>	3	12,520,421	12,252,036
<b>OTHER INCOME</b>	3	402	8,409
		12,520,823	12,260,445
<b>EXPENSES</b>			
Administration expenses		(368,826)	(331,168)
Cleaning and laundry expenses		(435,967)	(433,962)
Depreciation		(758,398)	(761,020)
Food supplies		(504,792)	(490,938)
Maintenance costs		(483,416)	(242,917)
Resident and client expenses		(134,151)	(110,627)
Salaries and employee benefits		(8,879,789)	(8,040,603)
Utilities & Rates		(267,671)	(302,266)
Other		(340,129)	(308,213)
Insurances		(420,792)	(550,116)
Share of gains paid to residents		(132,500)	(61,000)
		(12,726,431)	(11,632,830)
<b>PROFIT BEFORE INCOME TAX</b>		(205,607)	627,617
Income tax expense		-	-
		-	-
<b>PROFIT FOR THE YEAR</b>		(205,607)	627,617
<b>OTHER COMPREHENSIVE INCOME</b>			
<i>Items that will not be reclassified to profit &amp; loss:</i>			
Revaluation of land & buildings		(2,705,734)	-
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>		(2,705,734)	-
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>		(2,911,341)	627,617

## STATEMENT OF CHANGES IN EQUITY

	Retained Earnings \$	Reserves \$	Total \$
<b>BALANCE AT 30 JUNE 2014</b>	6,551,564	4,666,099	11,217,663
Profit for year ended 30 June 2015	627,617	-	627,617
Other comprehensive income	-	-	-
<b>BALANCE AT 30 JUNE 2015</b>	7,179,181	4,666,099	11,845,280
Profit for year ended 30 June 2016	(205,607)	-	(205,607)
Other comprehensive income	-	(2,705,734)	(2,705,734)
<b>BALANCE AT 30 JUNE 2016</b>	6,973,574	1,960,365	8,933,939

## STATEMENT OF CASH FLOWS

	2016 \$	2015 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Receipts from customers and government (inclusive of GST)	12,394,763	11,823,136
Payments to suppliers and employees (inclusive of GST)	(11,873,774)	(11,051,740)
Interest received	632,605	535,994
Interest paid	-	-
<i>Net cash flows from operating activities</i>	1,153,594	1,307,390
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Proceeds from sale of property, plant and equipment	9,402	44,177
Purchase of property, plant and equipment	(945,364)	(342,492)
<i>Net cash flows from investing activities</i>	(935,962)	(298,315)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Receipt of residents bonds (net)	696,435	1,560,373
<i>Net cash flows from financing activities</i>	696,435	1,560,373
<b>NET INCREASE IN CASH &amp; CASH EQUIVALENTS</b>	914,067	2,569,448
<b>CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE FINANCIAL YEAR</b>	17,482,276	14,912,828
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL YEAR</b>	18,396,343	17,482,276

# NOTES TO THE FINANCIAL STATEMENTS

## 1. Reporting Entity

Bundaleer Care Services Limited is a not-for-profit organisation, incorporated as a public company limited by guarantee and is domiciled in Australia. The address of the Company's registered office is 142a Cameron Street, Wauchope, NSW 2446.

The principal activities of the Company are to provide a continuation of appropriate accommodation services for the elderly in the community.

## 2. Basis of Preparation of Summary Financial Report

### (a) Basis of Preparation

The financial statements and specific disclosures included in this Summary Financial Report have been derived from the Company's full Annual Financial Report of Bundaleer Care Services Limited ("the Company") for the financial year ended 30 June 2016. Other information included in the Summary Financial Report is consistent with the full Annual Financial Report.

The Summary Financial Report does not, and cannot be expected to, provide as full an understanding of the financial performance, financial position and financing and investing activities of the Company as the full Annual Financial Report.

A printed copy of Bundaleer Care Services Limited 30 June 2016 Annual Financial Report, including the Independent Audit Report, is available to all members, and will be sent without charge, upon request.

A full description of the accounting policies adopted by the Company may be found in the full Annual Financial Report, which was approved by the Directors on 13 September 2016.

### (b) Basis of Measurement

The financial statements, except for the cash flow information, have been prepared on an accruals basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

## 3. Operating Revenue and Other Income

	<b>2016</b>	<b>2015</b>
	<b>\$</b>	<b>\$</b>
Residential aged care services	9,585,744	9,158,655
Retirement villages	936,419	875,203
Community care	991,723	1,180,839
Other services	1,006,535	1,037,340
<b>Total revenue</b>	<b>12,520,421</b>	<b>12,252,036</b>
Net gain on the disposal of property, plant and equipment	402	8,409
<b>Total other income</b>	<b>402</b>	<b>8,409</b>
<b>TOTAL REVENUE AND OTHER INCOME</b>	<b>12,520,823</b>	<b>12,260,445</b>

**BUNDALEER CARE SERVICES LIMITED**  
**SUMMARY FINANCIAL REPORT**  
**FOR THE YEAR ENDED 30 JUNE 2016**  
**INDEPENDENT AUDITORS REPORT TO THE MEMBERS**

**REGISTERED  
COMPANY  
AUDITORS**

TW Graham  
BBus, CA, FFin

GJ Smith  
BBus, LLB, CA, Dip. FP

SI Trustum  
BBus, CA, Dip. FP

TL Kirkland  
BBus, CA

**SMSF  
AUDITORS**

GJ Smith  
BBus, LLB, CA, Dip. FP

SI Trustum  
BBus, CA, Dip. FP

T Bazzana  
BBus, CA, Dip. FP

**Report of the Independent Auditor on the Summary Financial Statements**

The accompanying summary financial statements of Bundaleer Care Services Limited which comprise the statement of financial position as at 30 June 2016, the statement of profit or loss and other comprehensive income, statement of changes in equity and the cash flow statement for the year then ended and related notes, are derived from the audited financial report of the Company for the year ended 30 June 2016. We expressed an unmodified audit opinion on that financial report in our report dated 13 September 2016.

The summary financial statements do not contain all the disclosures required by Australian Accounting Standards – Reduced Disclosure Requirements and the *Australian Charities and Not-for-profits Commission Act 2012* applied in the preparation of the audited financial report of Bundaleer Care Services Limited. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial report of Bundaleer Care Services Limited.

**Directors' responsibility for the Summary Financial Statements**

The Directors are responsible for the preparation of a summary of the audited financial report on the basis described in Note 2.

**Auditor's responsibility**

Our responsibility is to express an opinion on the summary financial statements based on our audit procedures which were conducted in accordance with Auditing Standard ASA 810 *Engagements to Report on Summary Financial Statements*.

**Auditor's opinion**

In our opinion, the summary financial statements derived from the audited financial report of Bundaleer Care Services Limited for the year ended 30 June 2016 are a fair summary, in all material respects, of the audited financial report, on the basis described in Note 2.

**WCA audit & assurance services ptly ltd**

Authorised Audit Company



Trevor W Graham  
Director

158 Molesworth Street, Lismore NSW 2480

13 September 2016

**Lismore Office**

158 Molesworth St  
PO Box 198  
Lismore NSW 2480  
t 02 6621 2581

**Ballina Office**

2/37-41 Cherry St  
Ballina NSW 2478  
t 02 6686 5655

f 02 6621 9740

e admin@wca.com.au

w www.wca.com.au

# ABOUT BUNDALEER CARE SERVICES

## OVERVIEW

Established in 1974, Bundaleer Care Services is a charitable, not-for-profit, community organisation, providing care and support to older Australians in the Port Macquarie Hastings region for over 32 years. Our services offer residents of Bundaleer and the wider community the peace of mind provided by a care model offering a continuum of care. From in-home support services (including social, domestic, gardening, transport and personal care services) to retirement living, to respite services, to residential aged care with 24 hour professional nursing care as required. Our care and services are designed to provide residents with the level of independence and choice they desire, including the support and security they need to live the relaxed and happy lifestyle they deserve.

BCS is an accredited Residential Aged Care provider, operating across two locations – Cameron Street and Johnstone Street. Additional to RAC, BCS operates a retirement village at the Cameron Street site and Consumer Directed Care Home Care Packages.

Cameron Street is set on 4.8 hectares and Johnstone Street is set on 0.75 hectares.

There are currently:

- 79 ILUs
  - 2 x 1 bedroom
  - 68 x 2 bedroom
  - 9 x 2 bedroom and study
- 55 beds at Johnstone Street
  - 32 (8 x 4 bed wards)
  - 12 (6 x 2 bed wards)
  - 11 x single
- 84 beds at Cameron Street
- 47 Home care packages

## A BRIEF HISTORY

- 1974: Local Lions Club member Cliff Morris raised the idea of a community nursing home with his club, which makes it the major fundraising project; the local community is enlisted to help.
- 1979: Federal Government approval and grant to build a 25-bed nursing home
- 1980: The home is officially opened with the name 'Bundaleer', an aboriginal name meaning 'among the hills or trees'
- 1989: Cameron Street site purchased, building of the retirement village commences
- 1992: Cameron Street residential aged care facility opened
- 1999: Name changed from 'Bundaleer Nursing Home Ltd' to 'Bundaleer Care Services Ltd' to reflect the inclusion of the variety of accommodation and care and services offered.
- 2001: Introduction of Home Care
- 2005: Cameron Street facility extension opened
- 2008: Johnstone Street facility extension opened

## FUNDING

As a charitable public benevolent institute (PBI), Bundaleer Care Services is a not-for-profit community organisation.

The objectives of BCS are:

- To carry on a public benevolent charitable organisation for the care, comfort and maintenance of the aged and disabled to provide full nursing facilities and such other services for the aged and disabled in the community and in doing so give preference to the aged in necessitous circumstances;
- To promote and undertake benevolent assistance for the aged and disabled irrespective of race, culture, language, gender, and economic circumstances;
- To promote and assist the general good of all aged or disabled people;
- To provide and maintain quality care, rehabilitation, palliative care and accommodation services for the aged and disabled;
- To protect the health and well-being of the persons in the care of BCS;
- To provide respite for families and others who care for the aged and disabled;
- To provide diverse, flexible and responsive care services that:
  - (a) Are appropriate to meet the needs of BCS residents and their families;
  - (b) Facilitate the independence of, and choice available to, BCS residents and their families;
- To facilitate the integration of the planning and delivery of aged care services with the planning and delivery of related health and community services.

BCS is recognised as a deductible gift recipient by the Australian Taxation Office, meaning that any donations to BCS, in excess of \$2, are fully tax deductible.

## RESPECTING DIVERSITY

BCS recognises and embraces the diversity of the Australian community, which is reflecting in BCS' residents, clients, employees and volunteers. We strive for excellence in our work with individuals, value inclusion, unity and acceptance, and respect the dignity of each person. Our workforce of more than 200 employees is supported by over 50 volunteers.

## CORPORATE RESPONSIBILITY

As a not-for-profit, public benevolent institute, BCS adds value to Wauchope community and the wider Port Macquarie Hastings local government area in a variety of ways.

- BCS proactively champions the value of older people through positive ageing.
- Endeavours to support local businesses and organisations.
- Pursues environmentally responsible measures whenever feasible.

## OUR STRATEGIC DIRECTION

### **Excellence in care and service delivery**

High quality health care, providing the best possible care and services for our residents today and into the future.

### **Workforce planning and development**

Skilled, engaged people functioning as one team.

### **Financial sustainability**

Long-term financial sustainability, with short-term profitable, reinvested, annual trading.

### **Infrastructure development**

Our facilities and environment enable the delivery of innovative care and lifestyle choices.

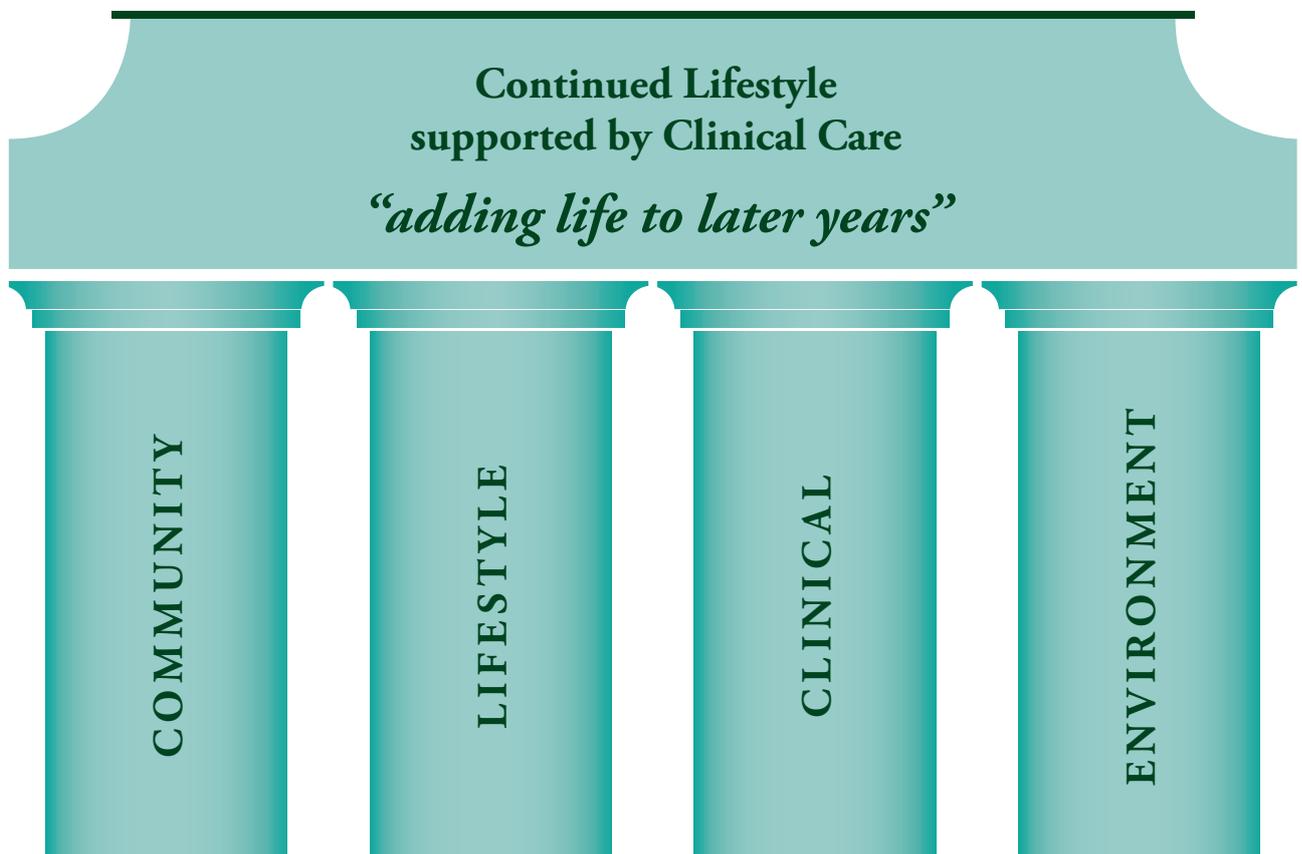
### **Reputation and community presence**

A strong mutually beneficial relationship with our local community.

### **Governance**

Sound governance systems and practices to oversee the implementation of the strategic direction and the effective management of BCS.

## OUR MODEL OF CARE



# DIRECTOR'S REPORT

The Directors of Bundaleer Care Services Ltd (BCS) present their report for the financial year ended 30 June 2016.

## DIRECTORS

The following individuals held office as Directors of BCS at any time during, or since the end of, the financial year:

- Jeffrey Hallam (Chairperson)
- Ian Chegwiddden (Deputy Chair) – Appointed 25th November 2015
- Brian Stennett
- Emilie Cooper
- Marlene Hawkins
- Gai McPherson – Appointed 25th November 2015
- David Johnson – Appointed 24th February 2016
- Dr. David Moye – Appointed 22nd June 2016
- Julie Muller – Appointed 31st August 2016
- Michael Clarke – Appointed 22nd June 2016, Resigned July 2016
- Sharon Griffiths – Appointed 25th November 2015, Resigned February 2016
- Maree Mehana – Appointed 25th November 2015, Resigned January 2016
- Grant Burtenshaw – Resigned February 2016
- Dr. Keith Beck – Retired November 2015
- John Oxley – Retired November 2015

Directors have been in office since the start of the financial year to the date of this report, unless otherwise stated.

### Company Secretary

Gareth Norman is Chief Executive Officer and Company Secretary of Bundaleer Care Services Ltd.

### Principal Activities

The principal activities of BCS during the financial year were to operate as a public benevolent institution for the care, comfort and maintenance of the aged and disabled, to provide full nursing facilities and such other services for the aged and disabled in the community and in doing so give preference to the aged in necessitous circumstances.

There were no significant changes to the nature of BCS' principal activities during the financial year.

### **Significant Changes in State of Affairs**

In the opinion of the Directors, there were no significant changes in the state of affairs of BCS that occurred during the financial year ended 30 June 2016 not otherwise disclosed in this report or in the financial statement or notes thereto.

### **Future Developments, Prospects and Business Strategies**

Within the framework of the Strategic Direction, BCS will continue to focus on excellence in care and service delivery, workforce planning, financial sustainability, infrastructure development, community involvement and governance.

BCS will continue to pursue a level of profitability and capital reserves consistent with prudential requirements to provide the foundation for future business growth and development.

No further information in regards to likely future developments, partnerships and strategies and their potential outcomes has been included, as this information is currently confidential and would result in unreasonable prejudice to BCS.

### **Indemnifying Officers or Auditor**

During the financial year BCS held a Directors and Officers Insurance policy. The policy has an exclusion clause that precludes any further disclosure.

No indemnities have been given or insurance premiums paid during the financial year for any person who is or has been an auditor of BCS.

### **Environmental Issues**

BCS is not subject to the conditions imposed by the registration and reporting requirements of the National Greenhouse and Energy Reporting Act 2007 in the current financial year as its energy consumption was below the registration thresholds.

### **Member's Liability**

If the Company is wound up, the BCS Constitution states that each member of the Company is liable to contribute a maximum of \$10 each towards meeting any outstanding obligations of the Company. At 30 June 2016 the maximum total amount that members of the Company would be liable to contribute if the Company is wound up is \$1,240.

### **Auditor's Independence Declaration**

A copy of the Auditor's Independence Declaration as required under Section 307C of the Corporations Act 1001 has been received.

### **Australian Charities and Not-for-profits Commission (ACNC)**

Annual Prudential Compliance Statement.

Disclosure requirements of BCS are published on the ACNC website at [www.acnc.gov.au](http://www.acnc.gov.au)

# GOVERNANCE

## BOARD OF DIRECTORS



**Jeff Hallam**  
CHAIRPERSON  
Year appointed: 2014  
Meeting attendance: 11/12



**Ian Chegwidan**  
DEPUTY CHAIRPERSON  
Year appointed: 2015  
Meeting attendance: 8/8



**David Johnson**  
BA (Macq), CPA, GAICD, JP  
DIRECTOR  
Year appointed: 2016  
Meeting attendance: 5/5



**Emilie Cooper**  
LLB (Hons), BA  
DIRECTOR  
Year appointed: 2011  
Meeting attendance: 11/12



**Marlene Hawkins**  
DIRECTOR  
Year appointed: 2008  
Meeting attendance: 11/12



**Brian Stennett**  
DIRECTOR  
Year appointed: 1989  
Meeting attendance: 12/12



**Gai McPherson**  
RN  
DIRECTOR  
Year appointed: 2015  
Meeting attendance: 6/8



**Dr. David Moye**  
MBBS BE (Hons) BCom  
DIRECTOR  
Year appointed: 2016  
Meeting attendance: 1/1



**Julie Muller**  
DIRECTOR  
Year appointed: 2016  
Meeting attendance: N/A

## ROLE OF THE BOARD

The Board has overall responsibility for the good governance of Bundaleer Care Services Limited. The Board:

- Oversees the development and implementation of BCS' strategic plan, operational performance and management policies;
- Appoints the Chief Executive Officer, approves the appointment of Executives reporting to the Chief Executive Officer, and determines the level of authority delegated to the Chief Executive Officer;
- Approves the annual budget, financial statements and accounting policies, and monitors financial and operating performance;
- Approves care policies and statements;
- Approves major capital expenditure, acquisitions and disposals;
- Reviews Executive and Board succession planning and Board performance;
- Monitors compliance with laws and regulations which apply to BCS; and
- Appoints, and monitors the independence of, BCS' external auditors.

## COMPOSITION OF THE BOARD

The Board of BCS consists of nine Directors who volunteer their time and expertise to BCS. The Board recognises the importance of having a mixture of relevant business, professional, financial and clinical experience on the Board and the benefits of diversity, including gender diversity. The BCS Board has four female Directors out of nine.

## BOARD COMMITTEES

Three Committees have been newly established to help the Board fulfill its role of overseeing the good governance of the organisation and assist in the execution of the Board's responsibilities. These Board Committees have written charters which are reviewed on a regular basis.

### **Audit and Finance Committee**

The purpose of the Audit & Finance Committee is to assist the Board to discharge its responsibilities for the external audit and the integrity of BCS financial management, including the appropriateness of the organisations policies and procedures. Additional to this, the financial audit committee ensure that an appropriate level of internal control exists and BCS is able to meet its legislative prudential obligations on an ongoing basis. Furthermore it ensures the compliance of BCS' financial statements.

To be effective the Audit & Finance Committee must be independent from management and free from any undue influence. Members of the Committee do not have any executive powers, management functions, or delegated financial responsibility. The members of the Committee meet this requirement and are all non-executive BCS directors.

### **Care Governance Committee**

The purpose of the Care Governance Committee is to assist the Board to discharge its responsibilities for approving BCS care and quality statements, the policies and procedures. The Care Governance Committee ensures the integrity of BCS quality reports and external audits via the Aged Care Quality Agency and in accordance with the Aged Care Act 1997 and the Aged Care Standards and requirements relevant to laws and regulations.

### **Risk Committee**

The purpose of the Risk Committee is to assist the Board to fulfill its risk governance responsibilities by identifying, reporting and advising on a range of risks. Further to these responsibilities, the Risk Committee provides strong strategic advice to the Board in order to facilitate the ongoing implementation of BCS risk appetite, risk reporting and risk mitigation. The Risk Committee works in conjunction with each Board sub-committee to ensure, and assist in delivering, the appropriate corporate governance procedures and protocols are in place.

## **RISK MANAGEMENT**

BCS adopts a rigorous approach to understanding and proactively managing the risks we face in our business. BCS recognises that making business decisions which involve calculated risks, and managing these risks within sensible tolerances is fundamental to creating long-term value for the organisation and meeting commitments to BCS' employees, residents, tenants, customers, business partners, consultants and the communities in which it does business. As an investor of capital, BCS conducts risk assessments at critical decision points during the investment process to monitor risks to meeting target returns.

The risk management of BCS is the degree to which we are prepared to accept risk. The Board has determined that BCS will maintain a balanced risk profile to ensure we remain a sustainable business and an attractive proposition, in both the short and long terms. We are committed to providing a safe and healthy working environment for everyone who works with us or attends our workplaces, and health, safety and environmental management is a business priority. We will take commercial risks where we have the capability to manage those risks.

BCS recognises the importance of building and fostering a risk aware culture, such that every individual takes responsibility for risks and controls in their area of authority.

# OPERATIONAL PERFORMANCE

This year has seen some significant changes within the organisation. This is a reflection of the Government's Living Longer Living Better reforms designed to ensure a sustainable future for Aged Care with less red tape and bureaucracy. With a rapidly changing Aged Care environment, Care and Operations have worked hard to maintain, and develop further, standards of care, lifestyle and environment. We have reviewed and implemented key changes to our organisational roster, ensuring we have the right people in the right jobs, and making room for key leadership positions.

The Board and Management have worked very hard to consider future strategy which will ultimately improve our residents' quality of life and staff working environments by reviewing our organisational systems and processes. We are changing the way we think, becoming more innovative in our roles which will ultimately improve staff working conditions and the services we provide to the market. This includes strategy around workforce planning, diversification, reviews of current policies and procedures, improved quality improvement and governance processes and securing collaborative agreements with other services providers.

We continue to promote community participation with programs such as student based traineeships, Parkrun and our invaluable Volunteer Program.

## DEVELOPMENT PROJECTS

BCS is proactively planning for and responding to the changing needs of our consumers. BCS is actively planning to increase our aged care and health care services, particularly in priority needs areas, as identified by government planning ratios.

A major programme of redevelopment and refurbishment is underway and is estimated to be completed by mid-2017. This includes the redevelopment of Johnstone Street facility, the development of High Street, as well as refurbishment and renovations at Cameron Street.

The purchase of the High Street property, adjoining the Wauchope Memorial Hospital, was a strategic decision, with a view to the future use for aged care services. The site was cleared of all derelict buildings earlier in the year and is now ready for development.

Upgrades to vacant independent retirement living homes are underway and will continue to be a focus in the future. Self-care residents received an upgrade in the emergency call system, completed for all independent living homes in February 2016.

## LETTER FROM THE DIRECTOR OF NURSING

The rapidly evolving pace of change in Aged Care over the past 12 months has kept us on our toes here at Bundaleer. The changes to our funding instrument, the introduction of My Aged Care and the changes to Home Care have meant that each of the clinical areas has been affected to some extent.

With change comes opportunity and we have come together to re-focus and redirect our vision for the future. The Model of Care Day in February enabled a gathering of Board members to workshop with a broad cross-section of staff, to focus their ideas for a future-thinking BCS. The result of this day sowed the seed for the establishment of our Pillars of Care: Clinical, Lifestyle, Community and Environment. These pillars will continue to evolve and shape the future of BCS.

The Clinical team is taking on a new shape to assist us to better meet the evolving needs of our Residents. We have appointed a Clinical Educator for the first time, which places us in the enviable position of having an in-house trainer and mentor both for our students and for our staff. We now have Clinical Managers at Johnstone Street and at Cameron Street, each of whom bring a wealth of clinical knowledge and direction to our team. This year has also seen the appointment of an Accommodation Placement Officer to streamline our admission process and enable the journey for our future residents transitioning in to Aged Care.

Bundaleer Care Services has always been committed to our community and for the last seven years has been supporting our local school students by providing School Based Traineeships. The benefit of this scheme has been brought to fruition this year, when one of our first School Based Trainees returned home to Wauchope and to Bundaleer to take up a position as Registered Nurse. As a commitment to recognise and reward our bright young staff, this RN has now been appointed as Clinical Coordinator at Johnstone Street and is being supported to develop in to one of our future clinical leaders.

I am confident that the changes made in this year will deliver results in the coming years and will place us in a secure and positive position as we continue to respond to change; more importantly that with bravery and innovation, we will continue to shape our own future, with the continued support of the Board, our loyal staff and of course our residents.



Stephen Reilly  
DIRECTOR OF NURSING

# LETTER FROM THE OPERATIONS MANAGER

It is with pleasure that I present my annual report to you. Since taking up the appointment of Operations Manager in November 2015, I have been working within the Senior Management Team having a primary focus on legislative compliance, our new vision and a model of care incorporating the four core pillars; Community, Lifestyle, Clinical and Environment, to achieve our strategic direction. It has been a transitional period and we are now starting to see some positive outcomes. Significant progress has been made throughout the year to date.

BCS have engaged Illawarra Nursing Service (INS) to complete a full upgrade to the 24 hour nurse call system to the Independent Living Units. Stage one was completed in January enabling this support to our residents and future stages will be implemented, following the arrival of the NBN in Wauchope.

We have purchased a six-seater golf buggy which allows BCS to run a shuttle service around the Cameron Street site for our community. The purchase of this would not have been possible without the many hours of fundraising by our many volunteers, I cannot thank them enough for the years of support they have provided.

Work has commenced on significant upgrades to some of the ILUs. We are now able to offer new contemporary residences which are in line with our vision to provide the community the opportunity to “down-size, not down-grade”.

Our main priority is to become the employer and residential aged care facility of choice. As part of this ongoing vision, we seek to offer our local youth career opportunities in their local community. I am proud have overseen the School Based Training (SBT) program, to have created partnerships with local schools and organisations and have offered positions within the organisation. There are 11 SBT opportunities in the areas of Care, Administration, Maintenance and Kitchen Operations. BCS is in its eighth year offering our local youth these career opportunities. It is very rewarding to see our young adults complete these traineeships and enter university training to later return to work with BCS.

To conclude, I am very proud of our staff, who never lose sight of the challenges the aged care industry presents us daily. I want to sincerely thank all staff in all departments. It has been a transitional year throughout 2016 with a number of restructures of all our operational areas. This will enable our team to deliver a high quality service to our consumers, families and the wider community whilst at the same time ensuring we have met legislative framework around our diverse industry.

As we look towards the future I am very confident we will have another successful and satisfying year. The industry and our organisation continues to evolve, and that brings challenges, but also bring rewards and opportunities for all, the organisation and our community.



Helena Lawrie  
OPERATIONS MANAGER

# LETTER FROM THE RISK AND GOVERNANCE MANAGER

This year has seen many changes for both the Aged Care industry and Bundaleer alike.

For Bundaleer we have developed a Model of Care which provides clarity of focus for the organisation moving forward. This focus allows us to consider future opportunities, abilities, risks and continuous improvement of our current systems and processes.

The end of 2015 saw the beginning of a busy time, with many new appointments and changes of responsibilities within the organisation.

From a Risk and Governance perspective, there has been a heightened focus on risk management and control systems throughout the year. A Risk Management Plan has been created for the organisation and I look forward to working closely with the Board Risk Committee in the coming year to manage and assess our Risk profile.

October 2015 saw a visit from the Aged Care Quality Agency (ACQA) which identified an increased need for improvement in systems at the Cameron Street facility. A thorough review of documentation and reporting systems has been undertaken throughout the year, as well as implementation of efficiencies in technology and work management. In subsequent visits throughout the past year ACQA have indicated that the revised systems are a significant improvement and they have welcomed and supported the changes implemented.

Mandatory education for all staff members across five key areas (Bullying and workplace harassment, Workplace health and safety, Infection control, Fire safety and Protecting residents from elder abuse) was instituted in the last year, as well as the appointment of a clinical nurse educator, which is a significant step towards ensuring all our staff, in all departments, have the necessary skills and empowerment to provide quality care and support to all of our residents.

With support from the team at Bundaleer, the senior management aim to improve across all areas which will lead to an improved environment and care outcomes for our residents and clients.



Bobbie-Jo Woods  
RISK AND GOVERNANCE MANAGER

# COMMUNITY ENGAGEMENT: ACTS OF KINDNESS

BCS is a community owned organisation. We provide several programs to support local community members and organisations.

## **Parkrun**

BCS is proud to be the major sponsor of this community event, supporting community spirited, cross-generational healthy lifestyles for our residents, staff and the local community.

## **Respite Day Care**

BCS supports Hastings District Respite Care (HDRC) with a Respite Day Centre, the only dementia respite centre in Wauchope. HDRC provide care and activities for people with dementia or memory loss in our safe and protected environment.

## **Dementia Support Group**

Further to the work of the HDRC, BCS is also pleased to provide further services for the Dementia Support Group, allowing family members and carers of people with dementia to connect, share and seek support from one another.

## **School Based Trainees (SBTs)**

We are entering our eighth year of partnership with Mid-Coast Connect, Wauchope High School, Camden Haven High School, Newman College, TAFE and RTOs to offer directed career opportunities for school students. We currently have 11 SBTs employed who are completing either a Certificate II Horticulture, Certificate II Business Administration, Certificate II Kitchen Operations or Certificate III Aged Care.

## **Volunteer Programme**

BCS is proud to have in excess of 50 volunteers that contribute to the residents' quality of life. Our volunteers enjoy the unique opportunity to use their skills and abilities and donate their energy to our community.

## **Community Support**

BCS is also proud to support these community groups and programmes:

- Wauchope Bowls Club
- SkillsLink
- TAFE
- St Columba Anglican School
- Wauchope High School



**BUNDALEER**

# MEMBERSHIP APPLICATION

## ANNUAL RENEWAL FORM (\$5 Application / Annual Renewal Fee payable)

Bundaleer Care Services Limited (BCS) is a membership organisation.  
BCS is a Company limited by guarantee.

Its purpose is to operate in accordance with its constitution, and provide care, comfort and maintenance of the aged and disabled, to promote, or assist in promotion, and undertake benevolent assistance for the aged and disabled, as defined in the Aged Care Act 1997 and such other legislation that is applicable.

TITLE: \_\_\_\_\_

FIRST NAME: \_\_\_\_\_

SURNAME: \_\_\_\_\_

RESIDENTIAL ADDRESS:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

POSTAL ADDRESS:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

EMAIL: \_\_\_\_\_

PHONE: H: \_\_\_\_\_ W: \_\_\_\_\_ M: \_\_\_\_\_

PREFERRED METHOD OF CONTACT:  Email  Post

I am a resident of the Port Macquarie Hastings Local Government Area.  Y  N

I confirm that I support the purpose of BCS.  Y  N

I confirm that I have received and read the Constitution of BCS and understood my rights and obligations as a member of BCS.  Y  N

### DECLARATION BY APPLICANT:

I agree that, on the acceptance of my application for membership: I shall be governed by the rules of a Company limited by guarantee; I shall pay my annual membership fee as it becomes due and; be liable for the appropriate liabilities as described in the Constitution.

I certify the statements contained in this form are, to the best of my knowledge, true and correct.

SIGNATURE OF APPLICANT: \_\_\_\_\_

DATE: / /

### OFFICE USE ONLY:

APPLICATION / RENEWAL

DATE RECEIVED / /  DATE PROCESSED: / /  RECEIPT NUMBER:

APPLICATION ONLY

DATE BOARD APPROVED: / /  DATE APPLICANT INFORMED: / /

MEMBERSHIP START DATE: / /



# BUNDALEER

*“adding life to later years”*



[WWW.BUNDALEER.ORG.AU](http://WWW.BUNDALEER.ORG.AU)

## OUR MISSION AND VISION

Supporting active, satisfying ageing throughout the life stage trajectory, ensuring the conditions for a positive impact on older people's health and wellness.

### OUR VALUES

**R** *espect for all*  
**E** *xcellence*  
**S** *ustainable and responsible*  
**P** *articipation and teamwork*  
**E** *ffectiveness and efficiency*  
**C** *ontinuous improvement*  
**T** *ransparency and integrity*



*“adding life to later years”*



**CORPORATE OFFICE**

142a Cameron Street, Wauchope NSW 2446

Tel: 02 6585 2811 Fax: 02 6585 2539

Email: [info@bundaleer.org.au](mailto:info@bundaleer.org.au)

ABN 48 003 155 708

[WWW.BUNDALEER.ORG.AU](http://WWW.BUNDALEER.ORG.AU)