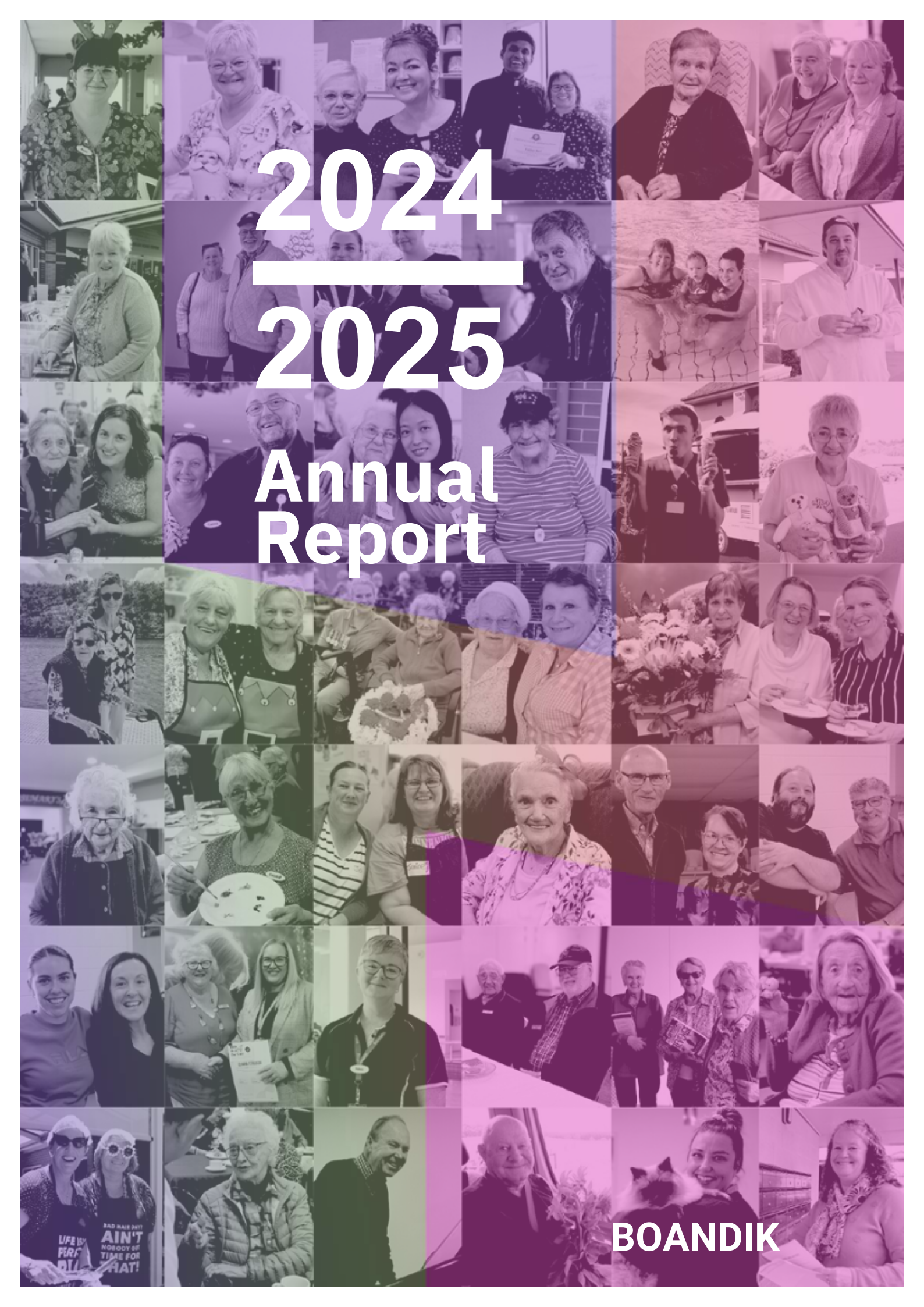




2024

2025

Annual Report

BOANDIK



Acknowledgement of Country

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

Main Image:

Boandik Crouch Street Residents, Shirley Hanel and Agnes McGregor, enjoy a visit to Millicent Library and Gallery for the Imaginarium Art Exhibition as part of the Re-A-Range Sustainability Festival.

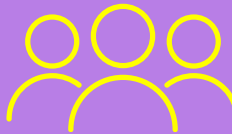


CONTENTS

BOANDIK IN NUMBERS	4
BOARD CHAIR REPORT	6
CEO REPORT	9
CORPORATE GOVERNANCE	14
BOARD MEETINGS RECORDS	16
COMMITTEE MEMBERSHIP	18
CORPORATE & CLIENT	22
SERVICES REPORT	
PEOPLE & CULTURE REPORT	28
MILESTONES IN 2025	31
CLINICAL SERVICES REPORT	34
COMMUNITY CARE REPORT	36
VOLUNTEERS REPORT	40
TREASURER'S REPORT	42
CONCISE FINANCIAL REPORT	47



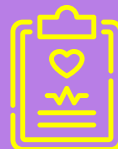
BOANDIK
ESTABLISHED IN
1956 BY THE
COMMUNITY FOR
THE COMMUNITY



WE WELCOMED **100**
NEW STAFF,
GROWING OUR TEAM
TO **458** STRONG



NOT-FOR-PROFIT PROVIDER OF AGED,
COMMUNITY & DISABILITY SERVICES
OPERATING ACROSS THE LIMESTONE COAST



CONSISTENTLY
EXCEEDING THE
TOTAL CARE
MINUTES ACROSS
ALL SITES



COMMITTED TO CARE
WITH **40.91%** OF
RESIDENTS RECEIVING
CARE DESPITE
FINANCIAL
DISADVANTAGE



Annual Report

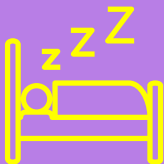
Boandik in Numbers



WITH 71 VOLUNTEERS CONTRIBUTING OVER **12,460 HOURS**, THEIR DEDICATION CONTINUES TO MAKE A PROFOUND IMPACT ON THE BOANDIK COMMUNITY



122 RESPITE ADMISSIONS IN 2025 WITH AN AVERAGE STAY OF 32.34 DAYS



AVERAGE OCCUPANCY OF **97.98%** IN FY24/25 EQUATING TO **76,533 BED DAYS** ACROSS OUR THREE RESIDENTIAL HOMES

3

RESIDENTIAL HOMES LOCATED IN MOUNT GAMBIER, NOW ALL FULLY COMPLIANT WITH THE **AGED CARE QUALITY AND SAFETY COMMISSION**

Board Chair's Report

Caring for Our Community with Compassion and Respect

On behalf of the Boandik Board, I am pleased to present the 2025 Annual Report at the culmination of a year that has brought both significant challenges and important growth opportunities for our organisation.

The aged care sector continues to face increasing regulatory demands and financial pressures, with the pending introduction of the new Rights based Aged Care Act and the new Strengthened Aged Care Quality Standards now delayed until 1 November. These changes have required significant preparation and adjustment across the sector. At Boandik, we have faced these challenges with optimism in the knowledge that the changes will guarantee even better care for all ageing Australians!

Throughout the year, we have remained steadfast in our outlook, welcoming change as we prepare for the future. We know that with changes there is opportunity. We have strengthened our commitment to delivering the highest standards of care by proactively preparing for the new Act and the new Strengthened Standards, ensuring our services and systems remain not only aligned with the best practice, but of the highest standard. This ongoing responsiveness to the evolving and dynamic needs of residents and clients reflects the dedication of our staff and leadership.

With Boandik securing a significant capital funding grant last financial year to support the redevelopment of Moore Court - I am pleased to report that building works are now underway and anticipated to conclude prior to the end of April 2026.

This development will deliver modern, purpose-built spaces designed to meet the complex needs of people living with Dementia.

It reflects our strong focus on person-centred care, innovation and best practice - ensuring residents are able to live harmoniously in an environment that enhances both quality of life and dignity.

Over the past year, the Board and Leadership team have also undertaken a thorough review of our operations. This has included aligning our organisational structure with best practice, exploring innovative care models, and adapting to ongoing regulatory change. These initiatives strengthen our foundations and ensure the wellbeing of those we serve, remains central to everything we do. This will be further guided by our new Strategic Plan 2025-2029, which will provide a clear framework for growth, innovation and excellence in care and service delivery.

Looking ahead, we are confident in Boandik's ability to build on its proud history of service and innovation. With the support of the Board, staff and our community, we are well positioned to meet future challenges while embracing opportunities for improvement and growth.

Finally, I would like to sincerely thank my fellow Board members for their guidance and commitment, our CEO and Leadership team for their vision and focus, and our residents, clients and families for the trust they continue to place in Boandik. Most importantly, to every member of the Boandik team - thank you for your dedication and hard work. You remain at the heart of our success, and it is through your efforts that Boandik continues to be a trusted and vital part of our community.

Vicki Quinn
Chair, Boandik Board





Main Image:
Boandik St Mary's residents Mary Bartholomew
and Yvonne Brown visit our local Sunflower Farm.



Youth is the fuel, and age is the map.
Together, they get you to a destination
you could never reach alone.

Main Image:
Boandik Crouch Street resident Audrey Simpson, with a student
from the Tenison Woods College Early Learning Centre.

Chief Executive Officer's Report

Driving Change, Creating Impact



In an environment characterised by an unprecedented cycle of legislative reform and intense regulatory oversight, the need for operational efficiency in the sector has never been greater.

At Boandik, we have not shied away from these challenges, rather we have welcomed the reforms with enthusiasm in the full knowledge that the changes will ultimately benefit all older Australians.

Although delayed until 1 November 2025, the New 'Rights Based' Aged Care Act and Strengthened Aged Care Quality Standards are set to reshape the landscape of aged care in Australia. As a team, we are excited to be a part of the reform and the transformation of the sector.

It promises a system that puts older people at the centre, with more choices and control over their care, a single and culturally safe assessment process, and increased provider accountability. Key improvements include a single-entry point for aged care, stronger clinical and food care standards, better support for people with dementia and diverse backgrounds, and clearer rights for care recipients. The standards also promise a more detailed and clear set of requirements for providers to deliver high-quality, person-centred care.

Further to the imperative to implement the requirements of the New Act and Strengthened Standards, in our commitment to serving our local community, as a team we have continued to innovate, invest in our people and build our assets with the sole purpose of maximising our impact in the Southeast.

Boandik has achieved beyond all expectations this year.

Not only has the energy and effectiveness of the Board/Senior Leadership Team continued to lead and deliver Boandik's purpose (to provide exemplary person-led care and services), but we have also effectively delivered a new strategic plan to continue the legacy of innovation and leadership.

That said, at Boandik we strive not only to meet but to exceed expectations. As such, we measure ourselves not by linear markers such as Key Performance Indicators (KPI's) aligned with accreditation and /or star ratings - but most importantly we measure our success against our genuine contribution to community wellbeing, and by the way we enable our staff and volunteers to give their very best each day.

The many achievements of 2024/2025 include:

A Commitment to Innovate

Investing in our employees who we know are essential to resident and client wellbeing (staff appreciation/recognition events, investing in leadership programs). We understand that staff culture is inextricably linked to quality in service provision and we are committed to continuing to build a healthy and robust culture.

This year, in addition to restructuring our senior leadership team to achieve a flexible and operationally nimble team capable of achieving outstanding results, we have sponsored several staff to attend a variety of industry and leadership forums to build team capacity. Feedback from staff attendees has been that of overwhelming gratitude.

Chief Executive Officer Report

Maximising our Impact across the South East

The formal commencement of the Moore Court Project aimed specifically at improving care to older people living with dementia. Boandik has a long and well-known legacy and commitment to the provision of innovative, person-led care of older people living with dementia.

The redevelopment of a contemporary and high-quality service in Moore Court aligns with this commitment. Formal building works are now well underway, with project completion anticipated late March 2026.

In addition to the Moore Court project, earlier this year we submitted a second Capital funding Grant for Boandik Kessal (Lake Terrace). Should this grant be successful, it would enable the addition of five more places at Boandik Kessal, thus returning the home to its original allocation of 89 beds. We are anticipating notification of the outcome of the funding application shortly.

Irrespective of the outcome of the most recent grant funding application, preliminary architectural/design works have been completed, and we are committed to a significant upgrade of Boandik Kessal to bring the home up to contemporary standards.



Main Image: Plans for the Moore Court Redevelopment underway.

The Future

Next year marks an important milestone in Boandik's history - our 70th Anniversary. From our humble beginnings as the Mount Gambier Old Folks Home since 29 April 1956 - we have grown into a trusted and respected provider of aged care services and most importantly an integral part of the fabric of the South East.

We look forward to celebrating this milestone with you. As we look to the future, we remain committed to quality and innovation in aged care while holding true to the values that have sustained us for the last 70 years.

This milestone reminds us of not only where we have come from but inspires us to continue to build on Boandik's legacy to serve the needs of all older people in the South East.

Acknowledgements

I would like to take this opportunity to congratulate and thank our Board, managers, staff, and volunteers for their hard work and accomplishments throughout the year. I wish to congratulate and thank everyone who contributed to Boandik's success in 2024/2025 and look forward to an even brighter year in 2026!



Dr Pamela Alde

Chief Executive Officer



Above: Boandik Crouch Street Resident Joy Sneath celebrating her 100th Birthday with Boandik CEO, Pamela Alde.

Left Top: Staff members Sonya Poel and Leana Radley at the Aspiring Leaders Program.

Left Bottom: Boandik's donation of toys to the ac.care Giving Tree Appeal for Christmas 2024.



Main Image following page:
Staff Member Maxine McInnes, celebrated for 35 years of Service to Boandik at the 2024 Annual General Meeting.





Corporate Governance Statement

Governance - A Commitment to Responsibility and Sustainability

Boandik Lodge Incorporated, trading as Boandik, operates under a robust framework for responsible and sustainable governance. This framework is designed to ensure that the organisation conducts its operations and activities with the highest level of responsibility, integrity, and sustainability.

To guide the Board, management, and staff in achieving these objectives, Boandik has meticulously developed a series of policies that outline the expectations and standards to be upheld across various facets of the organisation.

The framework for responsible and sustainable governance encompasses Boandik's dedication to key areas, including:

Stakeholder Engagement: Boandik recognises the significance of engaging with its stakeholders. The organisation is committed to fostering open and transparent communication with stakeholders, valuing their input and feedback.

Governance: A strong governance structure is fundamental to the effective functioning of Boandik. The organisation places a high priority on adherence to governance principles, ensuring accountability, transparency, and ethical decision-making.

Risk Management: Boandik is proactive in identifying, assessing, and managing risks associated with its operations. A comprehensive risk management strategy is in place to safeguard the interests of the organisation and its stakeholders.



Environmental Responsibility: Boandik acknowledges its responsibility to the environment and is committed to sustainable practices. The organisation endeavours to minimise its ecological footprint and contribute positively to environmental conservation.

Community Engagement: Boandik is deeply connected to the communities it serves. The organisation actively engages with the community, understanding and responding to its needs to foster mutually beneficial relationships.

Human Resources: Boandik places a strong emphasis on its people. The organisation is dedicated to creating a supportive and inclusive workplace that values diversity, prioritises employee well-being, and provides opportunities for professional growth.

Financial Affairs: Boandik maintains a commitment to sound financial management. The organisation operates with transparency and accountability in financial matters, ensuring the responsible stewardship of resources.

Roles and Responsibilities of the Board and Management The Boandik Constitution identifies the Board's roles and responsibilities, its membership and operation, and the responsibilities that may be delegated to committees and/or to management.

The Board has established four standing committees to assist in performing its responsibilities, by examining in detail particular issues and making recommendations to the Board in relation to Finance Audit & Risk, Quality & Safety, Planning & Development, and Community Engagement & Fundraising, as well as Corporate Governance.

Key areas of focus for the Board in FY24/25

Representing the interests of Boandik and overseeing its operations.

Setting and monitoring strategic directions for Boandik.

Ensuring continuing improvements in organisational performance.

Focusing on board strategy and policy, including its operational implementation by the CEO.

Managing the impact of the COVID-19 pandemic to ensure business continuity and the ongoing provision of services.

Ensuring Boandik's compliance with the Associations Incorporation Act 1985, Aged Care Act 1997, the Aged Care Quality and Safety Commission Act 2018, Work Health and Safety Act 2012, Workplace Gender Equality Act 2012 and all other statutory requirements.



Board of Directors' Meetings

	Directors' Meetings		Extraordinary Directors' Meetings		Finance, Audit & Risk Committee	
	Held	Attended	Held	Attended	Held	Attended
Vicki Quinn	10	10	-	-	-	-
Peter Burchell (2024)	10	3	-	-	-	-
Jayne Downs	10	10	-	-	-	-
Jane Fetherstonhaugh	10	7	-	-	7	7
Stacey Stafford	10	6	-	-	-	-
Biddie Shearing	10	6	-	-	7	7
Heather Teakle	10	9	-	-	-	-
John Williamson	10	7	-	-	-	-
Karen Olive (2025)	10	4	-	-	-	-
Mark Teakle (specialist advisor to the Capital Assets & Infrastructure Committee)	-	-	-	-	-	-



Details of the number of Board and Committee meetings held during the financial year ended 30 June 2025 and attendance by Directors as members are as follows:

	Board Quality and Safety Committee		Community Engagement and Fundraising Committee		Capital Asset and Infrastructure Committee	
	Held	Attended	Held	Attended	Held	Attended
Vicki Quinn	-	-	7	7	4	4
Peter Burchell (2024)	-	-	7	-	4	-
Jayne Downs	3	3	-	-	4	4
Jane Fetherstonhaugh	-	-	-	-	-	-
Stacey Stafford	-	-	7	7	-	-
Biddie Shearing	-	-	7	1	-	-
Heather Teakle	3	3	-	-	-	-
John Williamson	-	-	-	-	-	-
Karen Olive (2025)	-	-	-	-	-	-
Mark Teakle (specialist advisor to the Capital Assets & Infrastructure Committee)	-	-	-	-	4	4

Committee Membership

FINANCE, AUDIT AND RISK COMMITTEE

2024 Members

Jane Fetherstonhaugh (Board member, Chair)
Biddie Shearing (Board member)
Pamela Alde (Boandik CEO)
Paul Bullen (Boandik CCO)
Sandra Parsons (Boandik CFO)
Jennie Stinson (Accountant)

2025 Members

Jane Fetherstonhaugh (Board member, Chair)
Biddie Shearing (Board member)
Pamela Alde (Boandik CEO)
Paul Bullen (Boandik CCO)
Sandra Parsons (left organisation May 2025)
Jennie Stinson (Accountant)

BOARD QUALITY AND SAFETY COMMITTEE

2024 Members

Heather Teakle (Board member, Chair)
Jayne Downs (Board member)
Pamela Alde
Sandra Parsons
Patricia Patzel
Stewart Blyth
Mary Virgo
Skye Bowen
Leisa Alderson
Shelli Loxton
Annabel Schwarzrock
Paul Bullen
Angela Gosden

2025 Members

Heather Teakle (Board member, Chair)
Jayne Downs (Board member)
Pamela Alde (Boandik CEO)
Sandra Parsons (Left organisation May 2025)
Patricia Patzel (Community Manager - on leave)
Skye Bowen (Boandik Quality Coordinator)
Leisa Alderson (Left organisation May 2025)
Shelli Loxton (Boandik Residential Manager)
Annabel Schwarzrock (Boandik Residential Manager)
Paul Bullen (Boandik Executive Manager)
Angela Gosden (Boandik Executive Manager)
Peter Coleman (Left organisation May 2025)
Jane Templer (Boandik Residential Manager)
Stacey Stafford (Boandik Community)
Heidi Pfeiffer (Boandik Corporate Quality and Compliance Coordinator)
Casey Walker (Acting Boandik Residential Manager - May 2025)

COMMUNITY ENGAGEMENT AND FUNDRAISING COMMITTEE

2024 Members

Stacey Stafford (Board member, Chair)
Vicki Quinn (Board member)
Peter Burchell (Board member)
Biddie Shearing (Board member)
Paul Bullen (Boandik CCO)
Pamela Alde (Boandik CEO)
Nethanel Sutton (Boandik Communications Coordinator)

2025 Members

Stacey Stafford (Board member, Chair)
Vicki Quinn (Board member)
Biddie Shearing (Board member)
Pamela Alde (Boandik CEO)
Paul Bullen (Boandik CCO)
Nethanel Sutton (Boandik Communications Coordinator)

CAPITAL ASSETS AND INFRASTRUCTURE COMMITTEE

2024 Members

Jayne Downs (Board member, Chair)
Vicki Quinn (Board member)
Peter Burchell (Board member)
Paul Bullen (Boandik CCO)
Pamela Alde (Boandik CEO)
Mark Teakle (Specialist advisor to the committee)

2025 Members

Jayne Downs (Board member, Chair)
Vicki Quinn (Board member)
Pamela Alde (Boandik CEO)
Paul Bullen (Boandik CCO)
Mark Teakle (Specialist advisor to the committee)



Above: Boandik Crouch Street Resident Barbara Telford at Remembrance Day Commemorations.



Director Independence

Directors are expected to bring independent views and judgement to Board deliberations at all times. To be considered independent, a Director must meet the definition of independence and generally be independent in character and judgement, and free from material relationships or circumstances which are likely to affect or could appear to affect judgement.

The Board has in place a Governance Policy and each Director provides regular updates of their interest, positions, associations and relationships, and the Board regularly assesses the independence of each Director in light of the interests disclosed.

Board Skills Mix

In addition to base level competencies expected of all Directors, the Board recognises that there are some professional and industry-related specific skills that should be held collectively by the Board. Such skills should be at higher levels than those associated with having a general understanding of the subject. These skills and experience requirements relate to finance, risk management, legal and governance, marketing and business development, the Aged Care industry, business strategy, information technology and human resource management.

Board Performance Evaluation

Each year, the Chairperson will lead a comprehensive performance review of the Board, its committees, and individual Directors. The review will cover key areas like strategy, policy setting, interaction with management, business performance monitoring, and risk management. Individual director reviews will focus on meeting preparation, attendance, and contribution. The Chief Executive Officer will also undergo a full performance review based on key performance indicators aligned with the organisation's vision and values.





Staff see beyond the care tasks and build genuine, meaningful relationships with residents, which is the foundation to a person-centred approach.

Executive Manager of Corporate & Client Services Report

This financial year has seen significant improvement with occupancy. There has been sustained higher levels of occupancy at all three Residential Aged Care sites.

I am pleased to report an average occupancy for the 2024/2025 financial year of 97.98%. This equates to just under 210 of our 214 beds being occupied throughout the financial year. The improved occupancy has had a significant positive impact on our revenue and therefore the services and facilities we can provide for our residents. Higher revenue has allowed us to allocate additional funding to upgrade rooms, replace ageing equipment and purchase additional equipment to assist staff in caring for our residents.

We've also reinvested in our facilities through our equipment replacement program, which included replacing a variety of items such as twelve single beds with new king-single beds, 30 mattresses, a resident lifter, four pressure-relieving air mattresses, and ten suction units. This initiative also allowed us to upgrade our laundry and kitchen facilities with a new industrial dishwasher, washing machine, and dryer, along with three industrial carpet sweepers.

In 2024/2025, our maintenance team worked tirelessly to keep all our facilities running smoothly while also completing several key projects. The team repainted the exterior of Lake Terrace and Crouch Street, and they also gave many residents' rooms a fresh coat of paint. To refresh the common areas, they recarpeted the communal spaces of Hakea at St Mary's. The team also made significant improvements at Lake Terrace by creating a new resident lounge and dividing the kitchen and dining area in Hawkins Court. Interior painting was also completed across all three residential sites. Finally, the team prepared the old Moore Court and its surrounding area for redevelopment, a project that will bring 11 beds back online.

Independent Living Units

On a positive note, the Independent Living Units at both Mount Gambier and Port MacDonnell are now fully occupied for the first time in several years. We continue to have regular meetings with our ILU tenants to keep them informed and to ensure their needs are being met. In a related development, three units were recently demolished at the end of the financial year to prepare the site for the Moore Court builders.





Star Ratings for all Residential Aged Care Sites

On a quarterly basis all residential sites are assessed to see how they are performing. The residents are surveyed with their feedback providing information to enable a star rating to be allocated. This rating is based on Boandik's performance in relation to Compliance, Quality Measures, Residents' Experience, and Staffing. Below are the three Boandik residential sites current ratings which were updated on 17 August 2025.

Lake Terrace

Lake Terrace has an overall Star Rating of 3 out of 5, which is considered **Acceptable**.

The individual scores are:

- Compliance: 4 out of 5
- Quality Measures: 3 out of 5
- Residents' Experience: 3 out of 5
- Staffing: 3 out of 5

Crouch Street

Crouch Street has an overall Star Rating of 4 out of 5, which is considered **Good**.

The individual scores are:

- Compliance: 4 out of 5
- Quality Measures: 5 out of 5
- Residents' Experience: 4 out of 5
- Staffing: 2 out of 5

St Mary's

St Mary's has an overall Star Rating of 4 out of 5, which is considered **Good**.

The individual scores are:

- Compliance: 4 out of 5
- Quality Measures: 5 out of 5
- Residents' Experience: 3 out of 5
- Staffing: 3 out of 5

Maggie Beer Foundation Program

The launch of the Maggie Beer Foundation Program at Boandik St Mary's has been a significant and rewarding initiative. We are honoured to be one of just 120 Aged Care Facilities across Australia selected to participate in the Trainer Mentor Program. This initiative is a game-changer, helping us elevate the dining experience for our residents and bring joy, flavour, and nourishment to every meal.

We partnered with the Maggie Beer Foundation this year to transform our approach to dining. The program, which started with an intensive 5-day training course, focused on providing fresh, nutritious, and enjoyable meals. We adjusted our processes to prioritise individual choice, dignity, and the overall mealtime experience.

The positive changes in our kitchen garden, were made possible by a generous donation from Bio Gro, which provided garden beds for us to grow fresh produce. Our resident, Syd Mahoney and Lifestyle Coordinator, Ellen Feast, have worked tirelessly to allow the Hotel Services staff to use this produce to create garden-to-plate meals for our residents. They've enjoyed everything from spinach and cheese scrolls, made with baby spinach to fresh Margarita pizzas, topped with fragrant basil from the garden.

Our Food Forums have been a big hit, where residents share their favourite dishes and what they'd like to see on the menu, what they dislike and what they miss from home. The team has been excited to incorporate this feedback, and we're incredibly proud of the progress we've made on this journey with the Maggie Beer Foundation.

Paul Bullen

Executive Manager of Corporate & Client Services











Executive Manager of People & Culture Report

As Executive Manager of People and Culture, I am pleased to present the annual report for the past 12 months. This report provides a comprehensive overview of our key achievements in strengthening our workforce, building and valuing an inclusive culture, and managing risk effectively. We have focused on several key areas, from valuing diversity to improving safety and operational resilience. This summary highlights the collective efforts that have contributed to our success over the past year.

This year, Boandik achieved a low employee turnover rate of 26.4%. This is a great result, as it's significantly below the aged care industry's national average. Our success proves that our commitment to our team is paying off. We're dedicated to offering better pay, supporting professional growth, and actively cultivating a great workplace. A stable and skilled team allows us to provide the best possible care for our residents.

In a year defined by industry-wide recruitment challenges, we have successfully navigated a difficult labour market to strengthen our team. Despite the pressures, we have not only filled roles across our existing skilled workforce - including Enrolled Nurses, Personal Care Assistants, Hotel Services, Community Care, Maintenance, and Administration roles - but have also secured key leadership positions. This includes welcoming a new Corporate Quality and Compliance Coordinator, Administration Coordinator, Senior Manager of Clinical Services, and WHS Manager.

Recognising the persistent difficulty in attracting Registered Nurses, we have proactively addressed this by pursuing the employment of six International Nurses through Australian Health Professionals migration agents.

This strategic approach ensures we maintain our high standards of care and continue to grow our clinical capacity.

To strengthen our commitment to a collaborative and inclusive culture, we have placed a strong emphasis on staff consultation. Our annual study day was a key highlight, focusing on the updated Aged Care Quality Standards. This training was met with great success, with staff rating the day at an average of 8 out of 10 for its relevance and quality.

In addition, we held a series of HR forums where staff representatives provided valuable feedback on key strategic areas. These discussions, centred on topics like communication, leadership, recognition, dress standards, and professional growth which have provided us with essential insights for continuous improvement. The feedback gathered from these sessions will directly inform our strategies, ensuring that our team remains at the heart of every decision.



Above: Crouch Street Staff Members enjoying coffee and a treat at a staff appreciation event.



Our team's diversity is a significant asset, creating a dynamic and enriched workplace. We bring together a wide array of nationalities, including colleagues from Australia, New Zealand, Nepal, India, the Philippines, Fiji, Bhutan, Sri Lanka, and the United Kingdom. This global blend of cultures and backgrounds fosters a variety of skills and perspectives, which are crucial drivers of our company's success.

Beyond national diversity, our workforce also exhibits a broad range of demographics. A recent review highlights that our team is predominantly female, with women making up 82.6% of our staff compared to men at 17.4%. We also have a wide age profile, with an average employee age of 44.4 years. Our team spans generations, from our youngest colleague at 16 to our most experienced at 82, ensuring a rich mix of fresh ideas and seasoned expertise.

We have worked hard to identify and address workplace injuries. Our review of recent incidents and trends shows that our efforts have been successful, with a significant drop in total claims.

Our safety initiatives, including an updated approach to manual handling training and onboarding training, have made a real difference.

While we saw a slight increase in the past three financial years - 25 claims in FY2022, 28 in FY2023, and 33 in FY2024 - we are pleased to report a substantial reduction to just 21 claims in FY2025. This positive trend is a direct result of our focused efforts.

In conclusion, this past year has been one of significant progress and positive change. The achievements outlined in this report reflect the hard work and commitment of our entire team.

By focusing on strengthening our workforce, fostering an inclusive culture, and diligently managing risk, we are well-positioned for future success. I am confident that our continued dedication to improvement will lead to even greater accomplishments in the year ahead.

Angela Gosden

Executive Manager of People and Culture



Above: Lake Terrace staff members Michele Cranage, Tracey Ferguson & Alexis Bennett decorating our real Christmas tree thanks to One Forty One



Above: Boandik Community staff members Michelle King, Debbie Slaven & Trish Patzel decorating their real Christmas tree thanks to One Forty One



Milestones in 2025

Celebrating our dedicated staff & volunteers and their incredible milestones - recognising years of service, commitment and the lasting impact they make every day.



PEOPLE

5 YEARS
SERVICE



10 YEARS
SERVICE

Inspiration

15 YEARS
SERVICE



20 YEARS
SERVICE



30 YEARS
SERVICE

Coral Anderson *
Colleen Foulds *
Kerry O'Meara
Robbins *
Lynn Pettingill *
John Pople *
Mark Teakle *

* Volunteers

Nerine Beck *
Carmen Bell
Tony Burdon *
Lydia Chiodze
Robert Coutts
Jodie Dunk
Tracey Ferguson
Beth Guthridge
Nelsay Htoo
Sonya Johnson
Gillian Knight
Sharan Koop
Julie Lamming *
Diane Infante Luna
Lyndon Manser *
Erna Mastenbroek *
Claudette Ndayisenga
Glenyse Nott *
Bijou Ntererwa
Roger Redding *
Tim Riquier
Terry Ryan
Laarni Salvador
Denise Smith
Stacey Stafford
Peter Trommelen
Jessica Versace
Amy Walker

Rodney Brotherton
Sue Evans *
Sherri Hamilton
Kelly Lamont
Crystal Palmer
Sonya Poel
Valerie Scutter *
Rhonda Wombwell

Marilyn Brotherton
Maxine McInnes *
Kate McKinnon
Ann Phelan
Jo Ratsch

Lynn Brooks
Mary-Ann Virgo

Thank you for your unwavering dedication and service to **Boandik**





Senior Manager of Clinical Services

Caring for residents with cognitive impairment, including dementia, is a high priority at Boandik. An estimated 70% of aged-care residents experience some form of cognitive impairment, making our commitment to high-quality, person-centred dementia care more critical than ever. We're continuously exploring new approaches to enhance the lives of residents, as well as to support their families and caregivers. Over the past year, we have implemented several key initiatives to improve dementia care.

Dementia Knowledge to Action Program

Supported by Dementia Training Australia, this program is designed to build staff capacity and drive positive change. We secured three placements in the four-month program for our staff. Catrina Mairnardi (Personal Care Assistant), Ellen Feast (Leisure and Lifestyle Coordinator), and Casey Walker (Acting Residential Site Manager) were selected to participate in intensive workshops.

From the outset, the program emphasised knowledge-sharing. Catrina and Ellen focused on improving how resident life history is collected and integrated into daily care. Casey concentrated on communication strategies, care planning, and environmental improvements. These new strategies were first implemented in our Memory Support Unit but have since been successfully adapted for residents with mild dementia across all units.

Dementia Art Program

As a pilot site for the National Gallery of Australia's program, we are exploring how art can connect with residents' lived experiences. Artists now visit all three of our sites, leading workshops that prioritise emotional connection and non-verbal communication. This program is not about the final product; it's about the journey and the memories it can unlock.





A perfect example of this is one resident who, while painting a flower, spoke for 20 minutes about her grandmother's garden. We had the honour of presenting this impactful project at the Dementia and Recreation Conference in Melbourne, where we received a lot of interest and recognition.

My Home Life Program

Our Residential Managers from St Mary's and Crouch Street, Casey Walker and Shellie Loxton, participated in this year-long program. It was focused on creating a more supportive and inclusive care environment that truly feels like home. The program is centered on fostering strong relationships between residents, their families and staff. The training and tools gained have been instrumental in improving our living spaces and overall care culture. Casey completed the course with honours and will now be a facilitator for other health professionals.

DREAM Program

The **D**ementia **R**espite **E**ducation **A**nd **M**entoring (DREAM) program has helped our staff better support people with dementia who are living at home. It provides them with the skills to deliver high-quality respite care, offering a crucial break for caregivers and new social opportunities for those receiving care. Staff members participated in a five-module education program, networked with fellow aged care workers, and received coaching to put their new knowledge into practice. The participating staff were very appreciative of the opportunity.

Annabel Schwarzrock

Senior Manager Clinical Services



Above: Casey Walker, Ellen Feast and Catrina Mainardi receive their certificates for the Dementia Knowledge to Action Program.

Below: Ellen Feast and Annabel Schwarzrock presenting at the Dementia + Recreation Conference in Melbourne.



Right: National Gallery of Australia Art & Dementia Outreach Training Workshop at Boandik St Mary's.

Left Page: Boandik presentation at the Dementia + Recreation Conference in Melbourne.

Community Care Report

Boandik Community Care provides in-home and community services to approximately 700 older people and people with disabilities across the Limestone Coast region.

Our team of 75 support staff, based in various centers throughout the region, deliver these services through a mix of subsidised, brokered, and private programs.

Commonwealth Home Support Program (CHSP)

The Commonwealth Home Support Program (CHSP) provides entry-level services that help people live safely and independently at home. The highest demand for our CHSP services is for domestic assistance and lawn mowing, though we also provide social support, transport, personal care, and physiotherapy. Staff shortages have impacted our ability to resource all services, leading to a decrease in the number of new referrals we can accept this year. Recruiting suitable staff is a top priority for our team.

Home Care Package (HCP) Program

The Home Care Package (HCP) Program offers a package of funds for people with more complex needs that are beyond the scope of CHSP. The number of people we support under this program has remained steady, averaging 136 this year compared to 133 in the previous year. The HCP program will transition to the new Support at Home program on November 1, 2025, in line with the new Aged Care Act. This new program will bring significant changes to our processes and will place more emphasis on client contributions toward their care and services.

NDIS Support

We currently provide in-home and community based support to 28 NDIS participants across the region. We work closely with support coordinators and plan managers to effectively manage each person's individual requirements.





Services Australia Access Point

Our Bordertown office hosts a Services Australia access point, providing Centrelink consumers with access to computers, printers, and phones.

Our staff are available to assist with equipment use, provide information, and certify identity documents. This service operates from 9 a.m. to 3 p.m. on Mondays and Wednesdays, and 9 a.m. to 12 p.m. on Fridays. The access point keeps our office busy and is a valuable community service.

Overall, Boandik Community Care offers a wide range of services and supports, effectively managing the daily challenges of working across a large geographical area.

Kym Clissold

Community Manager



In March, we held community engagement events in Bordertown, Naracoorte, and Mount Gambier, allowing participants to interact with our board members and CEO. These events were a great success and will become an annual occurrence.

In an 18-month surveillance audit conducted by SAI Global, we were found to be fully compliant with the NDIS Practice Standards. The audit resulted in no non-conformances and five observations for improvement, which have been added to our continuous improvement plan. The auditor, Judy Wong, commended our professional and organised approach.

Community Wellbeing Centre

Our Community Wellbeing Centre facilities continue to be well-utilised. The centre hosts Stafford's Gym, where people work through personalised exercise plans and participate in organised groups like Strength for Life and Lungs in Action. The hydrotherapy pool is also popular, with consistent weekday attendance. Due to lower numbers, weekend hours have been adjusted to 9 a.m. to 1 p.m. on Saturdays and 9 a.m. to 11 a.m. on Sundays.

This year, Boandik became a registered affiliate for the Companion Card, which allows cardholders to bring a support person to our facilities at no extra charge. This affiliation demonstrates our ongoing commitment to social inclusion and improving community access for people with disabilities.

Right: The Lungs in Action Group celebrated 10 years in June 2025



There's no place
like **home**

Highlights of our year



856

customers continued living independently in their own homes with support from our **Home and Community Care** team

04

office locations across regional South Australia including Bordertown, Millicent, Mount Gambier, and Naracoorte



52,657

care services were provided in 24/25



56,995

hours of service was provided



37

people called our **Retirement Living** community home

Volunteers Report



The 2024-25 year has been one of significant growth and achievement within our volunteer program. The commitment and generosity of our volunteers have been central to the wonderful success of Boandik's services and community engagement.

Collectively, our volunteers contributed over **12,460** hours over the year, reflecting a strong culture of service and dedication.

Key highlights included:

- **Volunteer Week** was recognised with a formal afternoon tea on 19 May, attended by more than 40 volunteers and addressed by our Chief Executive Officer, Pamela Alde and Volunteer Coordinator, Mandy Linnell.
- Record growth in our volunteer base, with **13** new members formally inducted during the year.

- Transport support, with our volunteer drivers covering more than **15,000** kilometres, providing residents with access to outings across the Limestone Coast and Western Victoria, including Port MacDonnell, Tantanoola, Penola, Millicent, Portland, Dartmoor, and numerous local destinations.

Impact

The contribution of our volunteers extends well beyond service hours. Their work strengthens the fabric of our organisation, enhances the quality of life for our residents and supports Boandik in meeting its mission and values.

Looking Ahead

In the coming year, Boandik will continue to build capacity within the volunteer program. Plans include the introduction of formal volunteer study days to support ongoing development and the continuation of recognition events, including the annual Christmas celebration.

On behalf of the Board and Executive, we extend sincere appreciation to all volunteers for their invaluable service and their ongoing commitment to Boandik.

Amanda Linnell

Volunteer and Groups Coordinator



Left: Our Boandik Bus driven by Volunteers on an outing to the local Sunflower Farm.

Above: Volunteer Pat with St Mary's Resident Doreen.

Right Page: There have been many special moments with our Volunteers throughout the 2024/2025 year.





Treasurer's Report

On behalf of the Boandik Board of Management, I present the Comprehensive Operating Statement for the year ended 30th June 2025.

Boandik Net Result for 2025 was a surplus of \$0.96M. Changes to the AN-ACC funding model from 1 October 2024 has assisted Boandik to return a surplus in 2025. The wage increase under the Boandik enterprise agreements was 3.5% from July 2024 based on the Federal minimum wage increase.

Boandik remained reliant upon agency workforce predominantly Registered Nurses. The agency costs of \$1.85M had a significant financial impact on the Net Result but agency costs were \$2M lower than the prior year cost of \$4.1M.

Income increased by \$4.6M (19.43%) mainly from increased government funding for AN-ACC and the Work Value Case Wage Increases.

Fig 1.

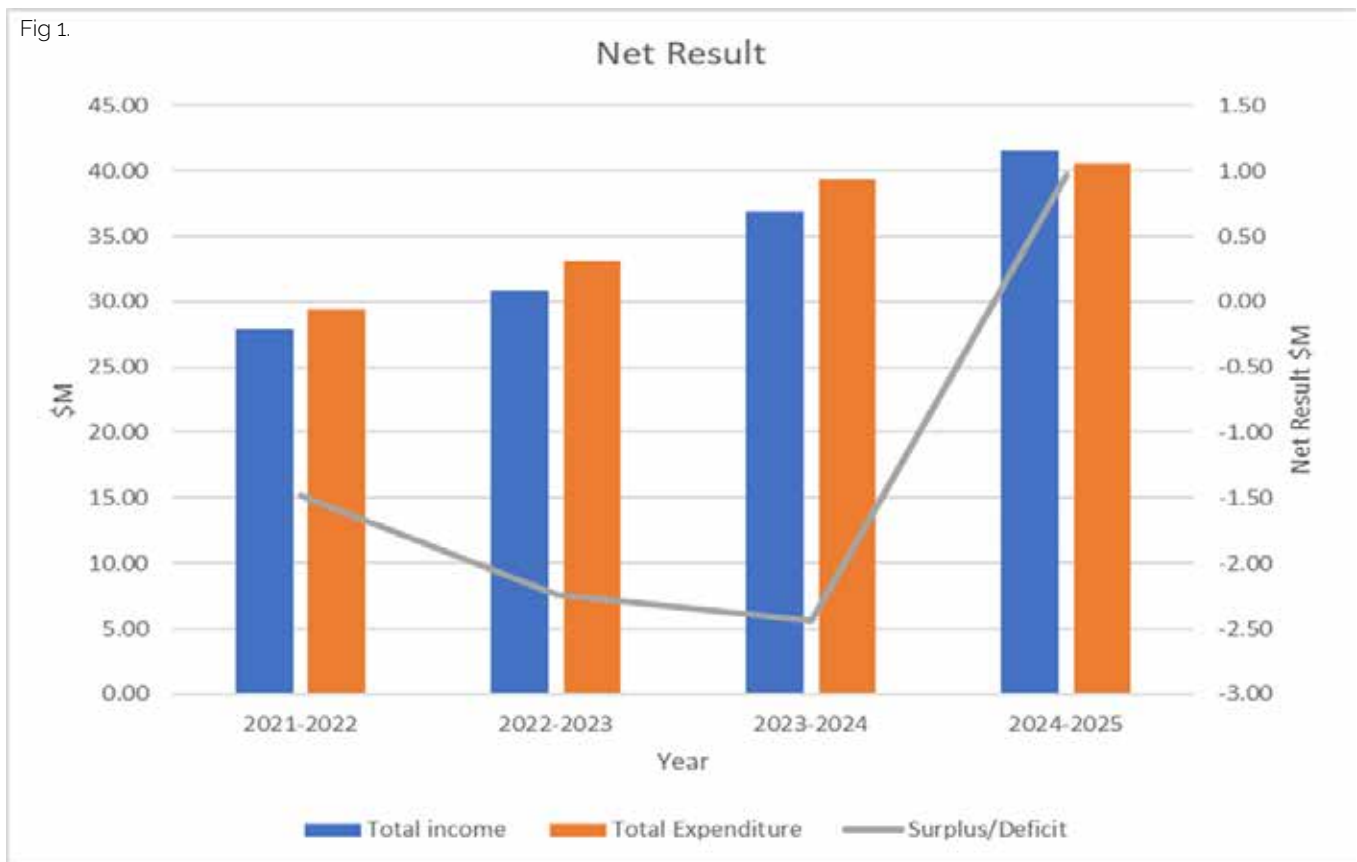


Figure 1. Boandik Lodge Net Result

Growth in income came from:

- Increase in AN-ACC Funding from October 2024
- Annual Indexation of Home Care Package and Commonwealth Home Support subsidies
- Funding for the aged care work value case

Growth in expenditure came from:

- Employee benefits offset by lower agency costs
- The Community Wellbeing Centre with the hydrotherapy pool continues to run at a deficit

Expenditure increased by \$1.2M (3.2%).

Performance Snapshot - 5 years

	2025	2024	2023	2022	2021
Government Subsidies	29,515,386	27,305,460	21,014,628	18,364,593	18,545,704
Total Income	41,577,215	36,923,878	30,873,632	27,889,274	26,983,620
Salaries & Wages incl Agency	32,812,173	32,043,709	23,614,740	21,907,657	20,608,107
Depreciation	1,553,552	1,520,894	1,444,666	1,389,860	1,388,268
Net Result	963,054	(2,437,179)	(2,240,635)	(1,485,185)	(34,303)
Net Result as a % of income	2.3%	-6.6%	-7.3%	-5.3%	-0.1%
Total Assets Employed	75,747,418	70,014,384	69,353,557	67,897,158	70,587,391
Net Assets	26,578,323	25,615,269	28,590,685	30,313,851	32,866,232
Residential Care Beds	214	214	229	229	229
HCP Packages	148	142	151	135	134
Independent Living Units	35	36	38	41	45

Non-Operating Activities

	2025	2024
Donations and Fundraising	277,360	5,301
Dividends	246,700	242,720
Interest	961,893	767,689
Realised investment gain on revaluation of investment property	781,190	(302,837)
Unrealised gain / (loss) on financial assets	373,436	-
Profit / (loss) on disposal of non-financial assets	25,841	5,037
Gain / (loss) on sale of financial assets	378,342	355,936
Total non-operating activities	3,044,763	1,073,846

Non Operating Activities

The independent living units are classified as an investment property and are revalued annually. In 2025 a gain was recognised on the valuation.

Independent Living Units (ILU's)

ILU performance has dropped during the year. Occupancy was challenging for a large portion of the year but is now at 100%.



Above: Maggie Beer Foundation recipe plated for residents to try at our Food Forum.

Fig 2.

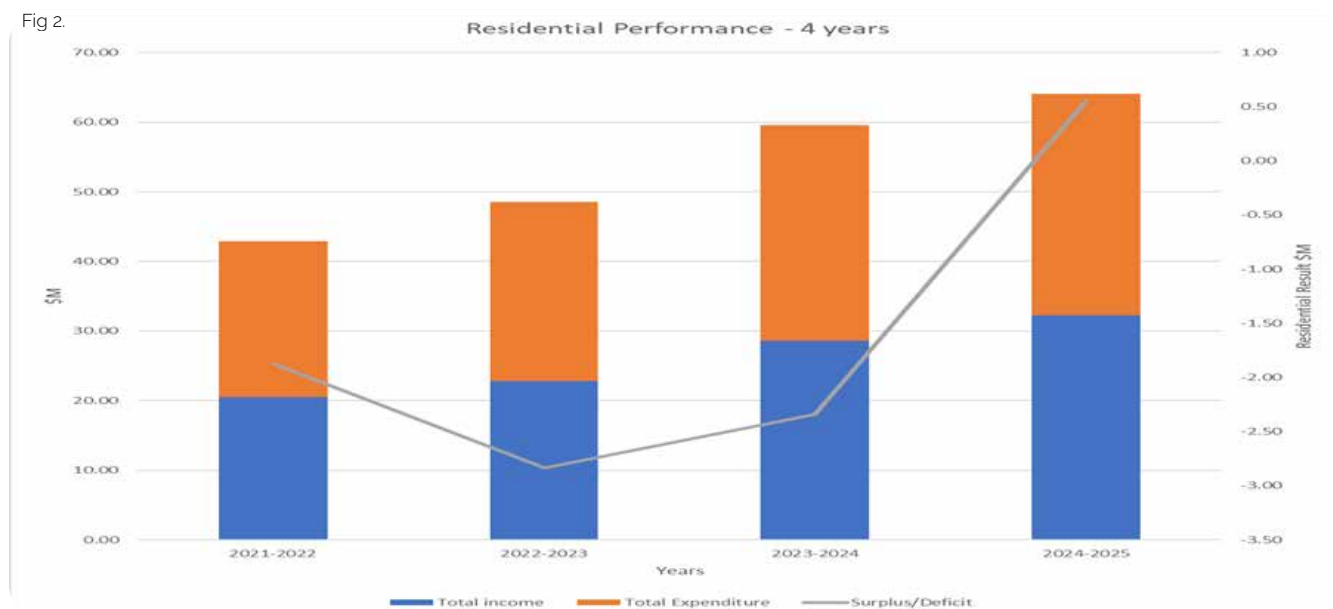


Figure 2. Boandik Lodge Residential Performance over 4 years

Residential Aged Care

Residential aged care operational performance has improved substantially during the year on the back of increased government subsidies (AN-ACC) although registered nurse workforce shortage is an ongoing challenge.

Residential income increased in total by \$3.6M (12.8%) whilst expenditure increased by \$0.78 (2.5%). This resulted in a net result for residential care of \$0.5M which is a substantial improvement from the operating deficit of \$2.3M in 2024.

Boandik Community Care

Boandik Community Care performance was a deficit of \$0.5M due to Community Home Support Program targets not been met, higher employee benefits costs and the cost to provide services in remote areas.

Community Wellbeing Centre with Hydrotherapy Pool

The Community Wellbeing Centre hydrotherapy pool operating expenses for the pool continue to exceed the revenue so it continues to be financially subsidised by other Boandik programs. The deficit was \$0.43M which includes a depreciation expense of \$0.14M.

Financial Assets

The Term Deposit interest rates have reduced over the latter half of 2025. Managed funds held by Boandik with the oversight of a financial management services business have continued to perform well generating dividends and income distributions and increasing in market value. The board will continue to monitor the performance of all Boandik investments to ensure an adequate rate of return and that capital is preserved.

	2025	2024
Managed Funds	4,509,789	4,131,447
Term Deposits	16,001,139	15,777,913
Total Financial Assets	20,510,928	19,909,360

Jane Fetherstonhaugh
Treasurer

Position

Chief Executive Officer
 Chief Operating Officer
 Senior Finance Manager
 Executive Manager of Clinical & Client Services
 Senior Manager Clinical Services
 Executive Manager of People & Culture

Board Chairperson
 Board Deputy Chairperson
 Board Deputy Chairperson
 Treasurer

Board Members

Chairperson Board Sub Committees:
 Finance, Audit & Risk
 Capital Assets & Infrastructure
 Quality & Safety
 Community Engagement & Fundraising

Residential Managers	Boandik Lake Terrace
	Boandik Lake Terrace
	Boandik Crouch Street
	Boandik St Mary's
	Boandik St Mary's

Executive Community Manager
 Senior Manager Community Services

Auditors

Dr Pamela Alde
 Ms S Parsons (part year)
 Ms J Stinson (part year)
 Mr P Bullen
 Ms A Schwarzrock (part year)
 Ms A Gosden

Ms V Quinn
 Mr P Burchell (part year)
 Ms J Downs (part year)
 Ms J Fetherstonhaugh

Ms V Quinn
 Mr P Burchell (part year)
 Ms J Downs (part year)
 Ms H Teakle
 Mr J Williamson
 Ms K Olive
 Ms J Fetherstonhaugh
 Ms B Shearing
 Ms S Stafford

Ms J Fetherstonhaugh
 Ms J Downs
 Ms H Teakle
 Ms S Stafford

Mrs L Alderson (part year)
 Ms J Templer (part year)
 Ms S Loxton
 Ms A Schwarzrock (part year)
 Ms C Walker (part year)

Ms P Patzel (part year)
 Ms K Clissold (part year)

McLaren Hunt

BOANDIK LODGE INCORPORATED
ABN 87 396 698 358

ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025

Boandik Lodge Incorporated
 COMPREHENSIVE OPERATING STATEMENT
 FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

	Note	2025 \$	Restated 2024 \$
REVENUE AND INCOME FROM TRANSACTIONS			
Operating income	2(a)	38,532,453	35,850,033
Non-operating income	2(b)	3,044,763	1,073,846
TOTAL REVENUE AND INCOME FROM TRANSACTIONS		41,577,215	36,923,878
EXPENSES FROM TRANSACTIONS			
Employee benefits		30,954,753	27,934,722
Agency staff		1,857,420	4,108,987
Supplies and consumables		2,221,794	2,612,027
Repairs and maintenance		653,393	879,355
Accounting, audit, consulting and administration		454,190	371,019
Depreciation	8	1,553,552	1,520,894
Other operating expenses	3	2,919,061	1,934,052
TOTAL EXPENSES FROM TRANSACTIONS		40,614,161	39,361,057
NET RESULT FOR THE YEAR		963,054	(2,437,179)
OTHER COMPREHENSIVE INCOME			
Revaluation gain on land and buildings		9,329,030	-
TOTAL OTHER ECONOMIC FLOWS INCLUDED IN THE NET RESULT		9,329,030	-
NET RESULT FOR THE YEAR		10,292,084	(2,437,179)

This Statement should be read in conjunction with the accompanying notes.

Boandik Lodge Incorporated
BALANCE SHEET
AS AT 30 JUNE 2025

	Note	2025 \$	Restated 2024 \$
CURRENT ASSETS			
Cash and cash equivalents	4	7,085,374	1,531,951
Receivables	5	935,354	1,207,289
Investments and other financial assets	6	20,510,928	19,909,360
Other assets		398,986	284,172
TOTAL CURRENT ASSETS		28,930,642	22,932,772
NON-CURRENT ASSETS			
Investment Property	7	7,827,312	7,522,088
Property, plant and equipment	8	48,318,494	39,559,524
TOTAL NON-CURRENT ASSETS		56,145,806	47,081,612
TOTAL ASSETS		85,076,448	70,014,384
CURRENT LIABILITIES			
Payables	9	3,195,133	2,512,752
Employee Benefits	11	3,987,250	2,769,069
Borrowings	10	46,395	72,065
Other liabilities	12	41,407,902	37,850,050
TOTAL CURRENT LIABILITIES		48,636,679	43,203,936
NON-CURRENT LIABILITIES			
Employee Benefits	11	261,435	790,540
Borrowings	10	270,982	404,640
TOTAL NON-CURRENT LIABILITIES		532,417	1,195,180
TOTAL LIABILITIES		49,169,096	44,399,116
NET ASSETS		35,907,353	25,615,269
EQUITY			
Asset revaluation reserve		25,611,597	16,282,567
Fair Value reserve		-	118,343
Retained surplus		10,295,756	9,214,359
TOTAL EQUITY		35,907,353	25,615,269

This Statement should be read in conjunction with the accompanying notes.

A full set of Financial Statements is available
on request or can be accessed via our website.



Boandik Lodge Incorporated
ABN 87 396 698 358
www.boandik.org.au

 BoandikLodge

Boandik Lake Terrace

101 Lake Terrace East
Mount Gambier SA 5290
Phone: (08) 8725 7377
Email: livewell@boandik.org.au
receptionlaketce@boandik.org.au

Boandik St Marys

71 Boandik Terrace
Mount Gambier SA 5290
Phone: (08) 8724 1200
Email: receptionstmarys@boandik.org.au

Boandik Crouch Street

26 Crouch Street South
Mount Gambier SA 5290
Phone: (08) 8725 4911
Email: receptioncrouch@boandik.org.au

Boandik Community Care

101 Lake Terrace East
Mount Gambier SA 5290
Phone: (08) 8724 1251
Email: communitycare@boandik.org.au

Boandik Community Care Naracoorte

77 Smith Street
Naracoorte SA 5271
Phone: (08) 8766 2440
Email: communitycare@boandik.org.au

Boandik Community Care Bordertown

84 Woolshed Street
Bordertown SA 5268
Phone: (08) 8755 1444
Email: communitycare@boandik.org.au

Boandik Community Care Millicent

1/7 Glen Street
Millicent SA 5280
Phone: (08) 8724 1251
Email: communitycare@boandik.org.au

